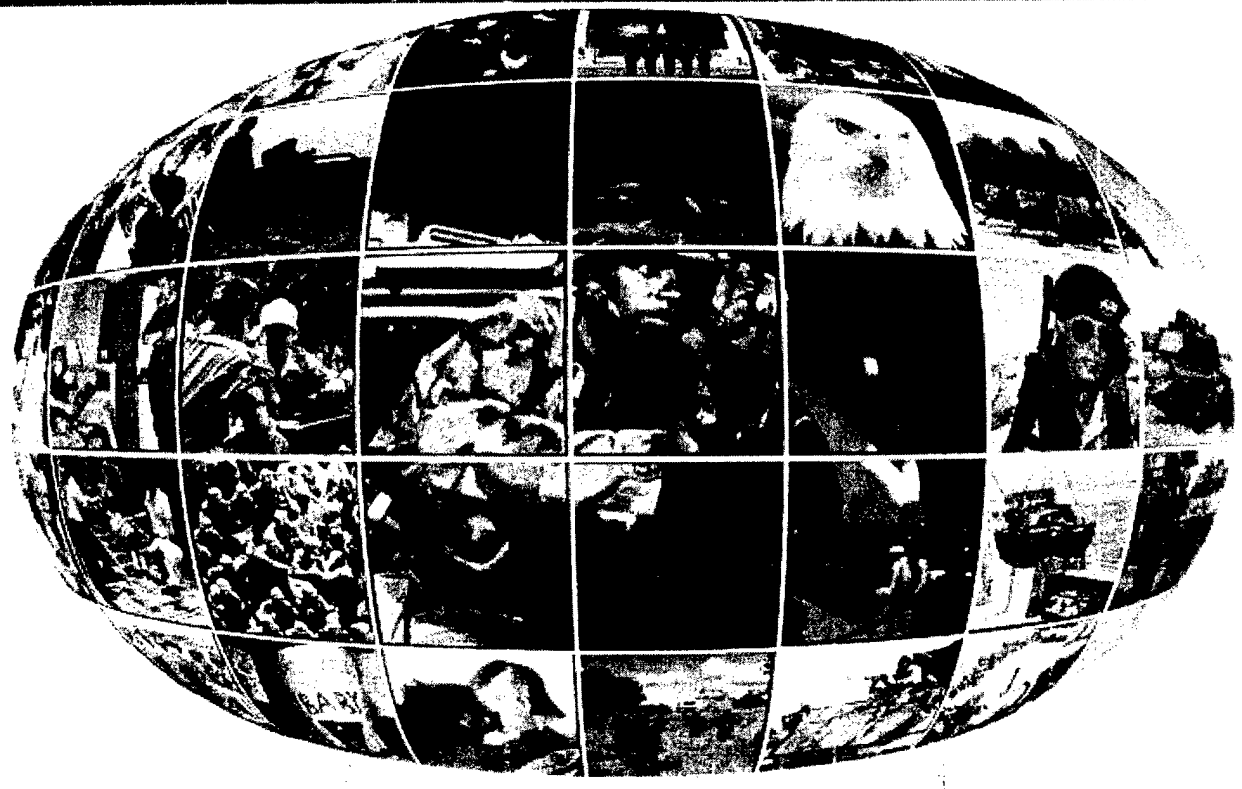
U.S. ARMY FORCES COMMAND
MOBILIZATION/DEPLOYMENT HANDBOOK



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MARCH 1999

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FORCE XXI

America's Army of the 21st Century

AQU02-03-0228

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OVERVIEW

1. General

This Forces Command (FORSCOM) Power Projection Handbook (PPH) highlights current mobilization and deployment processes and major issues within the power projection environment.

2. Purpose

The PPH is:

- A compilation of material from many sources, distilled into easily understood text, charts, and figures.
- Designed to highlight current key power projection procedures and issues, ongoing developments, and points of departure for discussion of critical issues.
- Made up of this Overview, an introductory chapter, and four chapters, each highlighting a distinct area of the subject.

It is *not*:

- A complete reiteration of policy and procedures for power projection operations.
- A substitute for a full understanding of the relevant statutory and regulatory documents relating to power projection operations.

3. Organization

OVERVIEW
CHAPTER ONE: *Introduction*
CHAPTER TWO: *The Power Projection Process*
CHAPTER THREE: *Power Projection Issues*
CHAPTER FOUR: *Power Projection Automated Support Systems*
CHAPTER FIVE: *Projected Evolution of Power Projection Operations and Systems*

APPENDICES:
A: Employer Support for the Guard and Reserve
B: Acronyms
C: Glossary
D: Reference Data (Yellow Pages)/Questions and Answers

The PPH concludes with questions related to power projection, for discussion and analysis. The questions are of three general types:

- Questions for which factual or procedural answers are available.
- Questions for which only inadequate or incomplete answers are available. In these cases, a discussion of issues and considerations is provided to suggest avenues for further analysis.
- Questions which, because of vague or overly broad parameters, do not lend themselves to definitive solution, but which nonetheless are of critical importance to the mission. Again, a discussion of issues and considerations is provided.

The responses to these questions may not provide the only answer. In some cases, concepts are also presented to assist in evaluation of the more complex issues.

4. Procedures

This PPH can be used as a:

- Self-paced educational document.
- Desktop reference manual to quickly update commanders and staffs.
- Point of departure for discussion.

CHAPTER ONE: Introduction

1. Introduction

This chapter provides a summary of the National Security and Military Strategies and the environment to which they respond. It also discusses Department of the Defense (DoD) and FORSCOM organizations for projection of military power from the Continental United States (CONUS).

1.1. The Strategic Environment

Ten years after the fall of the Berlin Wall, the event which best symbolizes the end of the Cold War, the outlines of the emerging security environment remain shadowy and ill-defined. Nevertheless, it is now recognized that the spectrum of likely conflict is significantly broader than during the Cold War. Consequently, American forces must be prepared to meet a range of challenges, from traditional, set-piece conflict on a regional scale, to a host of smaller, more narrowly focused contingencies such as counterterrorism and protection against weapons of mass destruction (WMD).

At the same time, the sources of potential conflict have broadened significantly. The passage of the Cold War has made ideological conflict moot, but, other, more traditional sources of conflict have reappeared – such as the acquisition of territory and/or resources, and economic dislocation. In addition, new sources have appeared, including environmental degradation, production and distribution of illegal drugs, and surreptitious trafficking in fissile materials.

The challenge to American military planners is thus broader and deeper than was the case during the Cold War, for a range of possible contingencies must be anticipated and addressed. Moreover, two realities complicate this challenge. First, American military power is configured at the lowest levels of force structure since the late 1930's. Second, increasing operational tempo competes with an ever-increasing need for

directed, focused individual and unit-level training. These factors have led inexorably to a heightened role for the reserve components of America's military services. It is this factor which sits at the center of power projection planning.

FORSCOM sits at the fulcrum of power projection, commanding as it does the Army's principal mission-ready forces. Since the end of the Cold War, FORSCOM has provided the bulk of the deployed combat power and support capability in contingency after contingency. Today, FORSCOM forces routinely carry out a range of security functions in the Middle East, the Balkans, Latin America and East Asia.

In addition to operational deployments, FORSCOM's programs and facilities for peacetime training and force readiness have consistently been utilized to their fullest. Units train at both home station and combat training centers, and engage in larger-scaled tactical exercises at home and abroad.

The ability to effectively mobilize, deploy and sustain these forces is critical to FORSCOM's mission accomplishment, and provides the setting for the FY99 Command Readiness Program, and which provides the subject of this Handbook.

1.2. The National Security and Defense Strategies

As noted above, the National Security Strategy envisions a dynamic and uncertain security environment, though one tempered by the lessened likelihood of global war. It projects four basic security challenges:

- Large-scale, cross-border aggression.
- Repercussions of "failed" states, such as the former Soviet Union and Yugoslavia.
- Transnational dangers, such as terrorism and religious or ethnic zealotry.
- Flow of potentially dangerous technologies.

In addition, the strategy envisions a time, probably beyond 2015, when one or more of the current powers emerges as a peer competitor with the United States. To lessen the dangers inherent in such a development, the Strategy recognizes Engagement – in political, military, social, economic and cultural contexts – as an imperative for current policy. Specifically, Engagement now is seen as a means of developing strong ties with emergent powers which can withstand future competitiveness, and also, in the interim, as a means to serve the interests of global stabilization.

The Defense Strategy, which was set forth in the May 1997 *Report of the Quadrennial Defense Review*, links the imperative of engagement with a strategy and defense program. It identifies three broad avenues for simultaneous movement:

- Shaping the international environment.
- Responding to the full spectrum of crises.
- Preparing now for an uncertain future.

Shaping the international environment involves promoting regional stability, preventing or reducing conflicts and threats (including reduction and elimination of WMD proliferation, counterterrorism, and counterdrug activities), deterring aggression and coercion (by containment of threats, if necessary), and maintaining a credible nuclear posture.

Responding to the full spectrum of crises presupposes maintenance of a ready force, capable of providing tailored packages for individual contingencies. It also assumes a readiness to act unilaterally (although the Strategy expresses a preference for multilateral, coalition responses to

crises), and the determination to deter aggression in those instances when it can be foreseen. Beyond this, the Strategy recognizes the necessity of maintaining an ability both to conduct smaller-scale contingency (SSC) operations, and to fight and win major theater wars (MTW).

Preparing now for an uncertain future is based first on a continuing emphasis on readiness and operational proficiency in both joint and combined contexts. It is also implemented by a focused and ongoing modernization effort, exploitation of the Revolution in Military Affairs (RMA) (especially the capabilities of information technologies), reengineering of infrastructure and support activities to improve effectiveness and efficiency (thus ensuring the best use of limited resources), and constant trend analysis to identify and hedge against emergent threats.

The Strategy concludes with a region-by-region assessment of implementation criteria, and establishes a series of goals with which to measure progress.

The full text of these documents, which contains detail not included in this summary, may be found at http://www.dtic.mil/execsec/adr98/chap1.html.

1.3. Power Projection Commands and Activities

The projection of military power from CONUS is a methodical process involving proactive effort by a wide range of military commands and activities, during periods of peace and emergencies.

1.3.1. Organization and Missions of the Unified Commands

The unified commands are the primary warfighting elements of DoD. First organized under the National Security Act of 1947, their roles and missions were strengthened under the Department of Defense Reorganization Act of 1986 (the "Goldwater-Nichols Act"). The unified commands have broad, continuing missions, either of a coherent functional nature, or over a defined geographical area, and are composed of forces from two or more military departments. They thus provide the unity of effort in the operation of diverse military resources that is necessary to the effective use of the nation's armed forces.

The commanders in chief (CINCs) of the unified commands exercise *combatant command* (COCOM) of all assigned forces, which allows them to perform those functions of command involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction over all aspects of military operations, joint training, and logistics necessary to accomplish their missions. COCOM is exercised through the commanders of the individual service components. The military departments remain responsible for logistics and administrative support of forces assigned or attached to the unified commands.

Figure 1 shows the current organization of the unified commands.

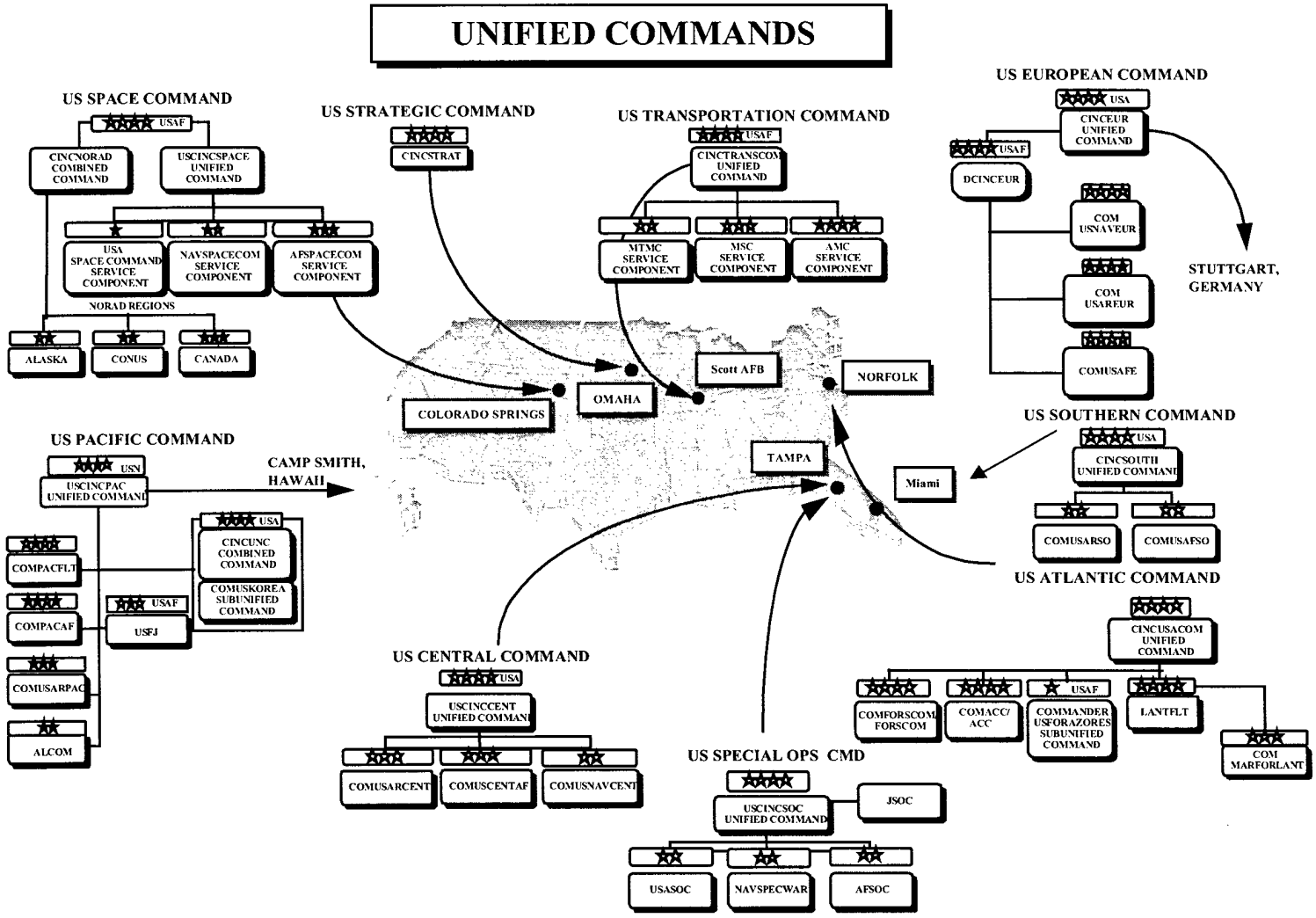


Figure 1. Organization of the Unified Commands

1.3.2. FORSCOM Roles and Missions

FORSCOM, the largest command in the Department of the Army, simultaneously fulfills two major roles:

- As U.S. Army Forces Atlantic Command, the Army Component of USACOM.
- As U.S. Army Forces Command, a Major Command (MACOM) of the Department of the Army.

MISSIONS

FORSCOM's missions derive from its two roles. As the Army Component of USACOM, FORSCOM's missions (as provided in MCM 145-93, unless otherwise noted) are to:

- ***Provide*** CINCUSACOM with a general reserve of deployable Army forces to operate in the USACOM area of responsibility (AOR) and to reinforce other unified commands.
- ***Provide*** Military Support to Civil Authorities (MSCA) and Military Assistance for Civil Disturbances (MACDIS) within the 48 contiguous states, the District of Columbia, and the geographical USACOM AOR, IAW CINCUSACOM Policy Directives 3440.1 and 3440.2.
- ***Supply*** forces for traditional and nontraditional Army missions, including peace and humanitarian assistance operations, as directed.
- ***Plan*** for Land Defense of CONUS and combined Canada-United States Defense of Canada.
- ***Exercise*** Operational Control (OPCON) of Joint Task Force Six (JTF-6) in support of counterdrug operations.
- ***Provide*** joint training for U.S. Message Text Format (USMTF) and Joint Tactical Air Operations (JTAO) interface IAW MJCS 171-88 and MJCS 132-89.
- ***Act*** as the DoD Executive Agent for the Key Asset Protection Program (KAPP) and the Operating Agent under the Secretary of the Army (the DoD Executive Agent) for explosive ordnance disposal support to the U.S. Secret Service.

As a MACOM of the Department of the Army, FORSCOM has the following missions (as provided in Army Regulation 10-87 and DA Pamphlet 10-1):

- ***Furnish*** a reserve of combat-ready forces.
- ***Command, control, and support*** assigned forces.
- ***Organize and modernize*** the force to meet wartime requirements.
- ***Prepare*** the force for mobilization and commitment to perform wartime and other missions.
- ***Train*** units to perform assigned missions.
- ***Provide*** an environment that will attract and retain the people required to sustain the force.
- ***Develop and manage*** the assigned installations, Army Reserve Centers, and enclaves.
- ***Evaluate and assist*** in the training of Reserve Component (RC) units in CONUS, the Commonwealth of Puerto Rico and the U.S. Virgin Islands.

- ***Develop*** plans for operational missions; partial, full and total mobilization, according to the Army Mobilization, Operations, and Planning Execution System (AMOPES).
- ***Plan and manage*** mobilization and deployment of U.S. Army Reserve (USAR) units within CONUS and the Commonwealth of Puerto Rico.

To accomplish these missions, FORSCOM commands an extensive force structure.

The CONUS-based active component (AC) structure is located as shown in Figure 2. The remaining structure is described in the following paragraphs.

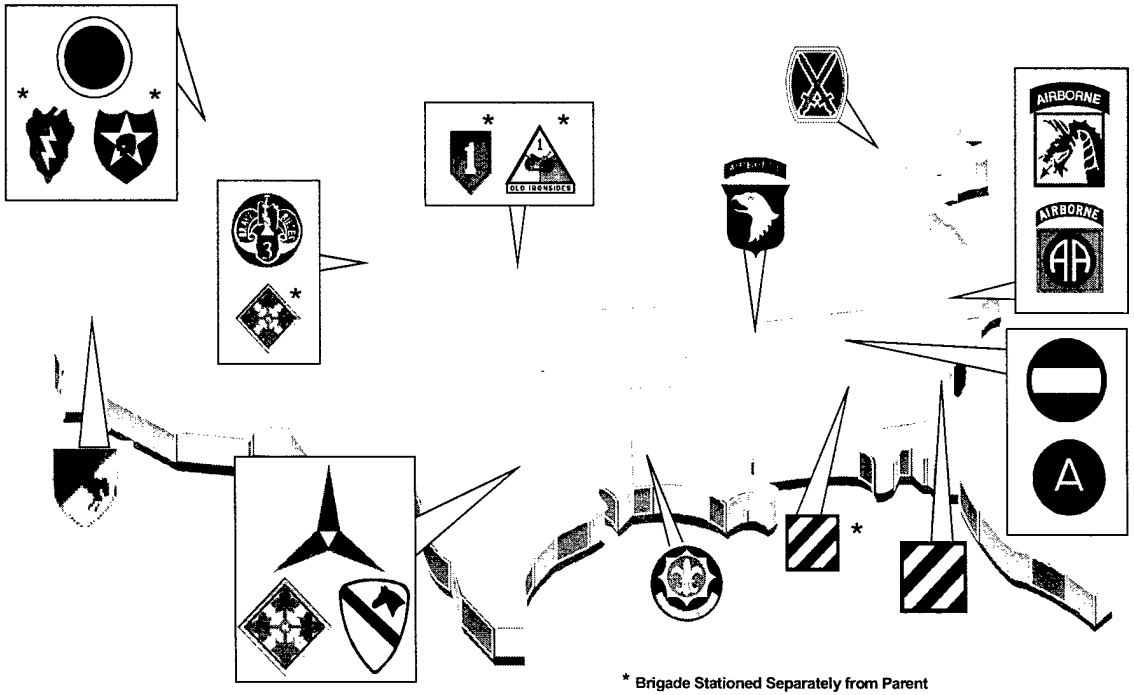


Figure 2. The CONUS-Based AC Force Structure

1.3.3. The Continental U.S. Armies (CONUSA)

The CONUSAs sit at the center of RC readiness and training activities, and play a central role in mobilization and deployment. They have the following specific missions:

- ***Prepare and execute*** emergency peacetime and wartime missions involving MSCA, MACDIS, and continuity of operations.
- ***Coordinate*** all DoD and CINCUSACOM operational requirements to support Law Enforcement Agency counterdrug operations in their areas of responsibility.
- ***Command*** Training Support Brigades (TSB) and Field Training Groups and assigned dedicated support personnel, which provide training support to RC forces.
- ***Oversee***, supervise, and evaluate the training of all RC units.
- ***Command*** United States Army Reserve (USAR), State Area Command, and Army National Guard (ARNG) units following mobilization or federalization.
- ***Serve*** as regional DoD representatives to the Federal Emergency Management Agency (FEMA).
- ***Exercise*** operational control (OPCON) over AC installations for mobilization and deployment planning and execution.

The geographical AORs of the CONUSAs are as depicted in Figure 3.

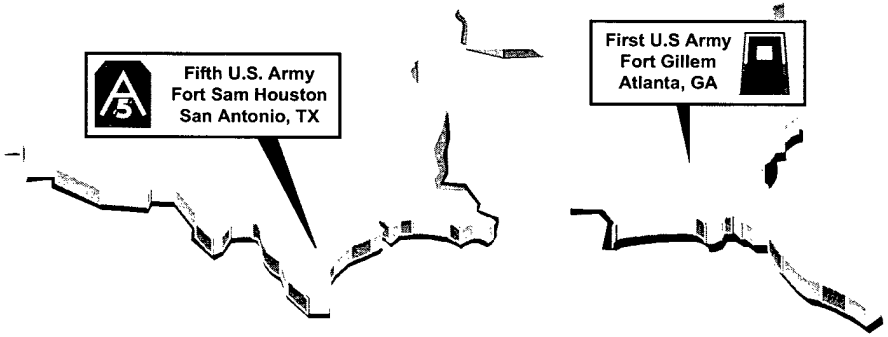


Figure 3. CONUSA Areas of Responsibility

1.3.4. The U.S. Army Reserve Command (USARC)

The USARC, located in Atlanta, Georgia, commands all USAR forces assigned to FORSCOM. (This structure does not include USAR Special Operations Forces [SOF], which are assigned to the U.S. Army Special Operations Command [USASOC] and are COCOM to the U.S. Special Operations Command [USSOCOM].) The Commander, USARC, also serves as the Chief, Army Reserve and Deputy Commanding General, FORSCOM.

MISSIONS

- ***Command, control, support, and ensure*** the wartime readiness of assigned USAR forces and installations.
- ***Organize, train, and prepare*** USAR units for mobilization and commitment to a wartime theater of operations.
- ***Manage and execute*** all Operations and Maintenance, Army Reserve (OMAR), and Reserve Personnel Army (RPA) funds allocated by the Department of the Army.
- ***Mobilization***:
  - For Presidential Selected Reserve Callup (PSRC), Partial Mobilization, or Full Mobilization: Prepare and cross-level alerted USAR units until transferred to the CONUSAs for training and validation for deployment, in accordance with Department of the Army mobilization orders.
  - For Total Mobilization: Organize, document, and prepare additional units, as identified by FORSCOM, to fulfill combatant, command, or service support requirements, using remaining or residual USAR resources as required. On order, transfer command of these units to CONUSAs for training and validation for deployment.

1.3.4.1. The Regional Support Commands (RSC)

The RSCs are major subordinate commands of the USARC. They have assigned geographic areas (as shown in Figure 4), within which they exercise peacetime command and control (C2) over assigned USAR units. Three of the RSCs are assigned subordinate Regional Support Groups (RSG), also shown in Figure 4. The RSCs were established in 1994 to replace most of the former Army Reserve Commands (ARCOM). This change was stimulated by the general downsizing of the uniformed services, the concurrent need to reduce command and control headquarters, the evolution of the National Military Strategy, and a desire to realign geographical commands to coincide with the regional organization of the Standard Federal Regions.

As the successors to the ARCOMs, the RSCs play a significant role in the power projection process. They are responsible for the overall readiness of the units which they command in peacetime, and for assisting FORSCOM and the CONUSAs with both the planning and execution of mobilization and deployment. Upon mobilization, the RSCs continue to perform assigned C2 tasks, and conduct specific postmobilization missions as assigned by the CONUSAs.

1.3.4.2. Direct Reporting Commands (DRC)

The USARC's remaining force structure is commanded by a series of functionally-oriented DRCs, which are shown in Figure 5.

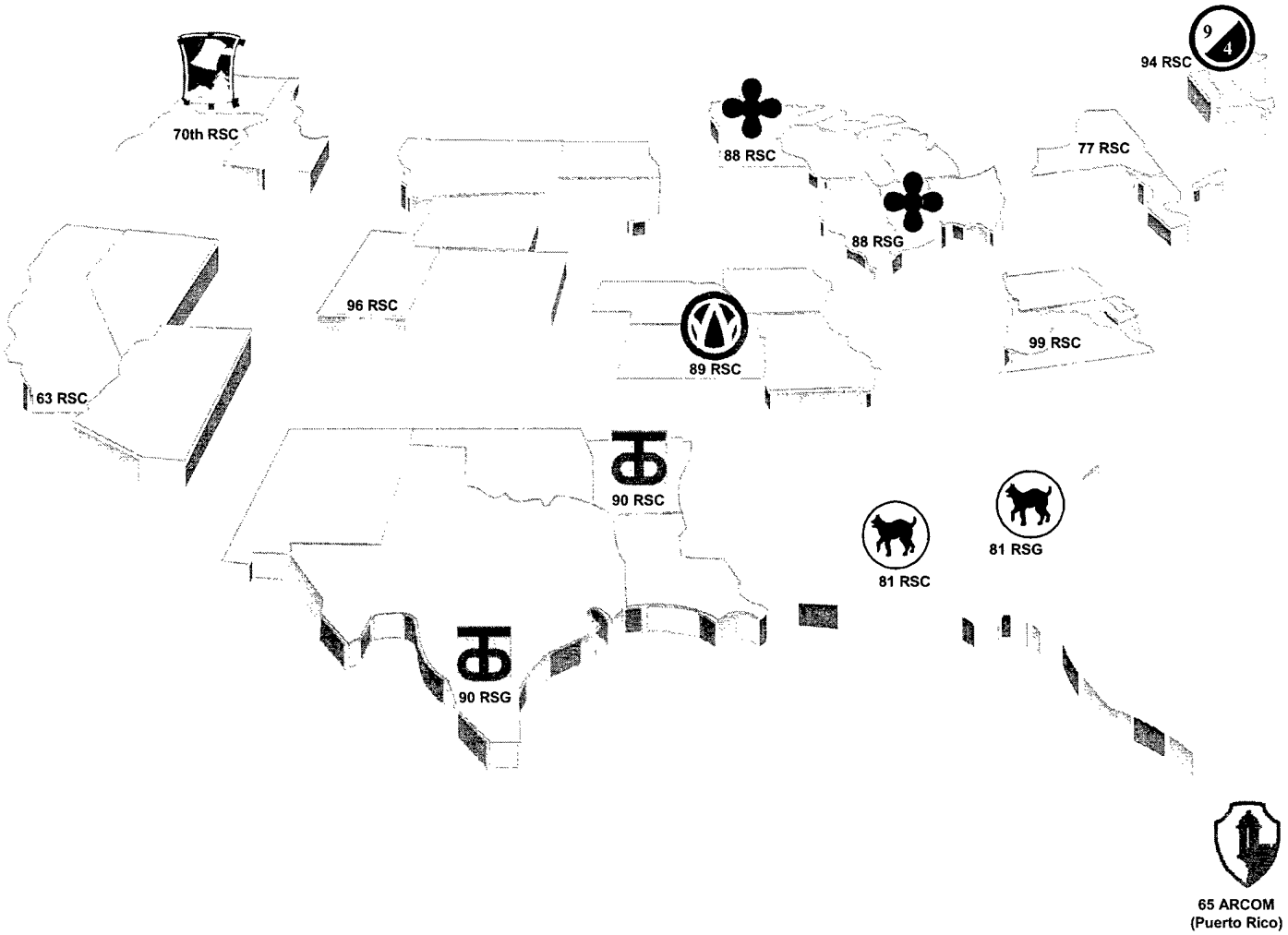


Figure 4. RSC Locations and Areas of Responsibility

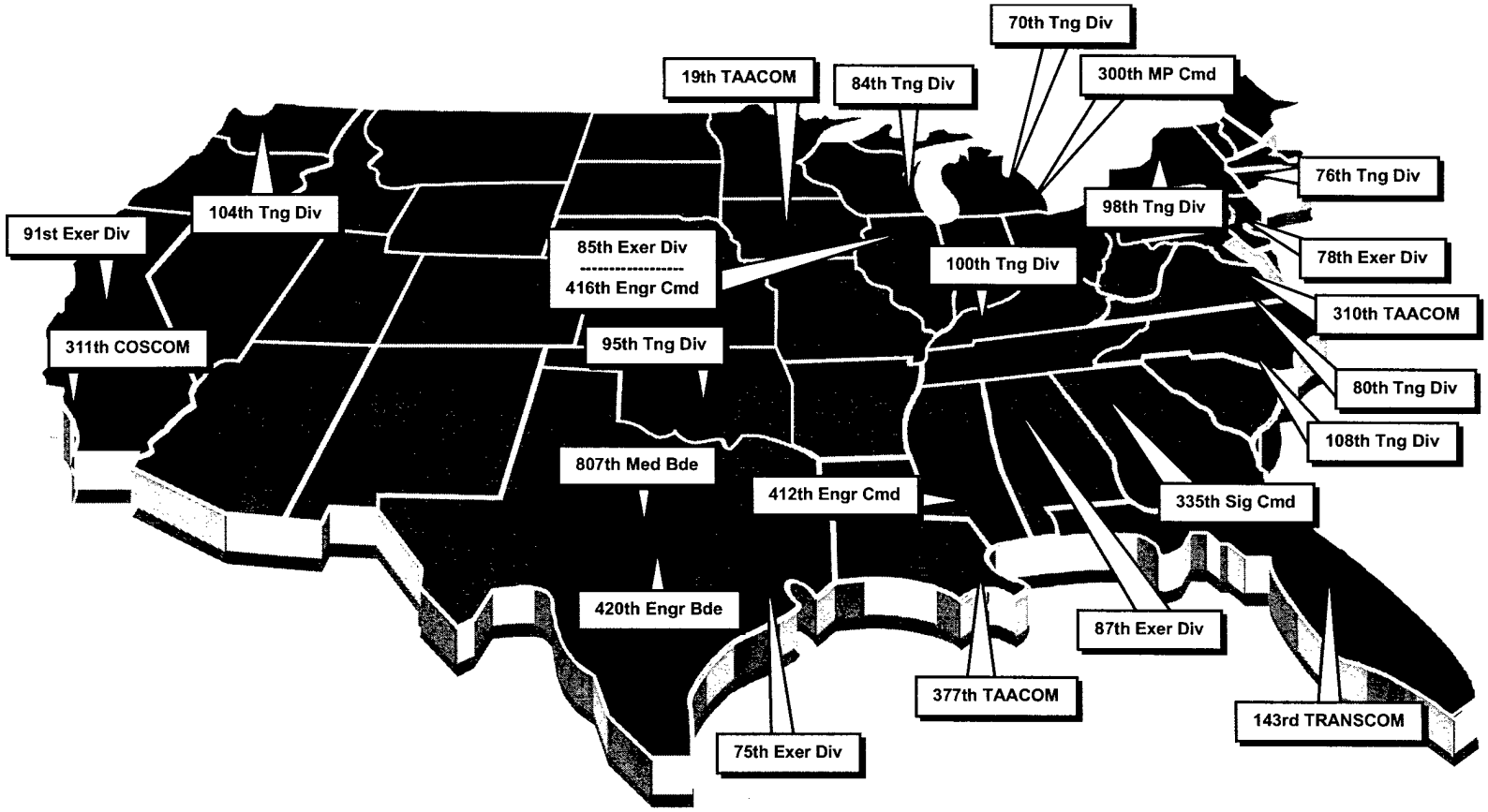


Figure 5. USARC Direct Reporting Commands

1.3.4.3. The USAR Readiness Command

The USAR Readiness Command (USARRC) was activated on 16 October 1996, with an authorized strength of 80 full-time personnel and 28 drilling reservists. It is headquartered at Fort Jackson, South Carolina, and has ten subordinate four-man Unit Assistance Teams located throughout the United States.

The USARRC is a Direct Reporting Unit (DRU) of the USARC. Its commander, a Major General (drilling reservist), also serves as the Deputy Commanding General, Individual Mobilization Augmentee (IMA) of the USARC.

The USARRC focuses on improving the readiness of USAR units, emphasizing especially the high priority units. Its specific missions are:

- Identify, develop, and recommend solutions for improving mobilization readiness.
- Verify compliance with USAR Tiered Resourcing.
- Conduct logistics inspections, as directed.
- Assist specified units in identifying and resolving unit-level readiness issues.

1.3.4.4. The USAR Personnel Command

The USAR consolidated numerous personnel management functions performed in Atlanta, Georgia; Washington, DC; and St. Louis, Missouri; in a St. Louis-based Personnel Command in the Army Reserve Personnel Command (AR-PERSCOM), which activated in October 1997.

The Command's Officer and Enlisted Personnel Management Directorates established regionally-oriented teams (along RSC boundaries), the individual members of which will be responsible for, and have the capability to provide, a single source for all personnel actions. A concomitant redesign of existing work processes is already underway.

AR-PERSCOM also exercises command and control of the Full Time Support Management Center (FTSMC).

The personnel command concept relies on automation improvement to greatly reduce reliance on paper records, reduce manual input of personnel data, and implement work process improvements, and includes the following systems:

- The Personnel Electronic Records Management System (PERMS), will provide access to digital imagery of personnel records.
- Implementation of Phase I of the Intercomponent Data Transfer (ICDT) System has improved the transfer of soldier personnel information.
- AR-PERSCOM-developed Integrated Work Station (IWS) technology will provide team members with the automated support tools and state-of-the-art hardware and software necessary to provide single-source service to the RSCs and individual soldiers.

1.3.5. The Army National Guard and the State Area Commands (STARC)

The ARNG has dual missions:

- *Federal:* provide properly trained and equipped units for mobilization in response to war and national emergencies.
- *State:* provide a disciplined force ready to respond to local and state emergencies.

The ARNG Directorate of the National Guard Bureau, located in Washington, D.C., formulates, develops, and coordinates all programs and policies affecting the ARNG. However, the units themselves are commanded in peacetime by the respective state Adjutants General (TAG), who are responsible to the state governors. Upon declaration of emergency, the STARCs continue to command non-mobilized ARNG units, assist in the C2 of mobilized units, and manage federal resources as appropriate. They thus provide essential coordination between and among units, mobilization stations, and CONUSAs.

The ARNG's force structure, in keeping with the reorganization of the Army at large, includes 15 Enhanced Separate Brigades and a strategic reserve.

The Enhanced Separate Brigades, one of which is an armored cavalry regiment (ACR), are associated with AC divisions and corps, are fully manned, and receive priority resourcing for training and modernization programs. Figure 6 shows these units and their locations. Table 1, below, provides pertinent data on all ARNG brigades.

By contrast, the ARNG strategic reserve, which is made up of eight divisions (Figure 7), two separate brigades, and one scout group, is manned and equipped at somewhat lower levels, and is intended for use in the event of prolonged war or multiple regional contingencies.

1.3.6. The AC/ARNG Integrated Divisions

On 16 October 1999, two AC/ARNG Integrated Divisions will be activated at Forts Riley, Kansas, and Carson, Colorado, culminating a process which began during the Army National Guard Division Redesign Study in the early 1990's.

In August 1997, the Secretary of the Army received a decision briefing from TRADOC, which had studied the question of developing divisional-level structures made up of AC division staffs and ARNG enhanced separate brigades. The Secretary approved a concept whereby two divisions would be activated, each with three SBs and an AC division headquarters; the latter's responsibilities would be confined to training and readiness oversight (TRO).

The Secretary also tasked FORSCOM to chair an Implementation Process Action Team (IPAT) which included the National Guard Bureau (NGB) and the Adjutants General of the six affected states. The resulting implementation plan has been approved and published, and planning for activation of the divisions is proceeding.

Because these divisions will not be activated until FY00, and because their eventual configuration (e.g., TRO, AOE, etc.) has not yet been determined, they do not figure in the current CRP. However, these divisions will play an increasingly significant role in operational planning in future years.

The affected brigades and their divisional alignments are indicated in Table 2.

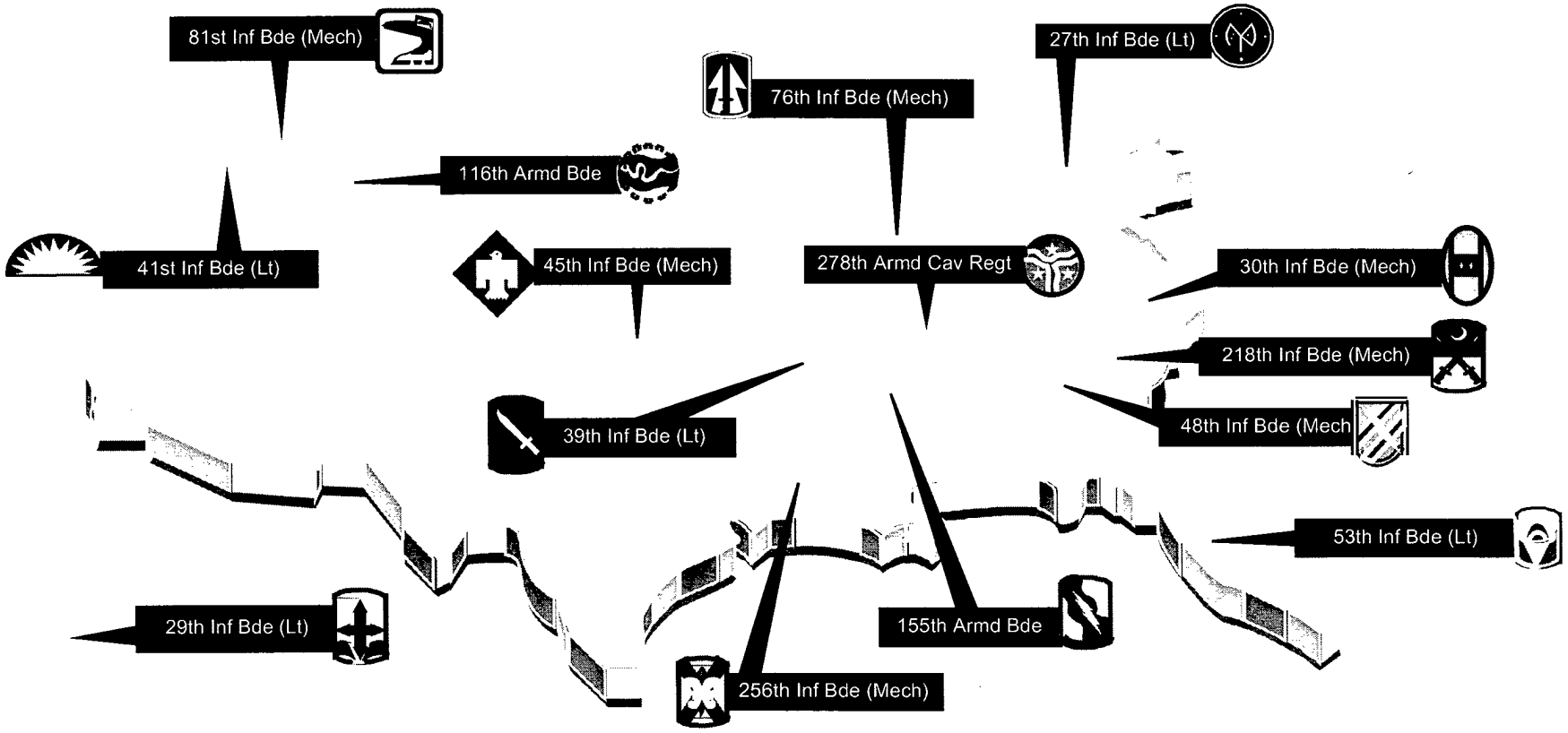


Figure 6. Enhanced Separate Brigade Home Station Locations

TABLE 1. The ARNG Enhanced Separate and Strategic Reserve Brigades

UNIT	TYPE UNIT	BDE HQ LOCATION	AC TRAINING ASSOCIATION	AC CORPS	PRIMARY MOBILIZATION LOCATION
27 IN	LIGHT	SYRACUSE, NY	10 MTN DIV	XVIII CORPS	FT DRUM, NY
29 IN	LIGHT	FT RUGER, HI	25 IN DIV (L)	(USARPAC)*	SCHOFIELD BARRACKS, HI
76 IN	LIGHT	KOKOMO, IN	101 AASLT DIV	XVIII CORPS	CP ATTERBURY, IN
39 IN	LIGHT	LITTLE ROCK, AR	FT CARSON	XVIII CORPS	FT POLK, LA
41 IN	LIGHT	PORTLAND, OR	FT CARSON	I CORPS	FT LEWIS, WA
45 IN	LIGHT	EDMOND, OK	FT CARSON	III CORPS	FT SILL, OK
53 IN	LIGHT	TAMPA, FL	82D ABN DIV	XVIII CORPS	FT BENNING, GA
48 IN	HEAVY	MACON, GA	FT RILEY	XVIII CORPS	FT STEWART, GA
81 IN	HEAVY	SEATTLE, WA	3/2 IN (M)	I CORPS	YAKIMA, WA
116 AR	HEAVY	BOISE, ID	3/4 IN DIV	III CORPS	GOWEN FIELD, ID
155 AR	HEAVY	TUPELO, MS	1 CAV DIV	III CORPS	CP SHELBY, MS
30 IN	HEAVY	CLINTON, NC	FT RILEY	XVIII CORPS	FT BRAGG, NC
218 IN	HEAVY	NEWBERRY, SC	FT RILEY	III CORPS	FT STEWART, GA
256 IN	HEAVY	LAFAYETTE, LA	4 IN DIV	III CORPS	FT HOOD, TX
278 ACR	HEAVY	KNOXVILLE, TN	3D ACR	III CORPS	FT STEWART, GA
STRATEGIC RESERVE					
92 IN	LIGHT	SAN JUAN, PR	(NONE)	(1 US ARMY)*	FT BUCHANAN, PR
31 IN	HEAVY	NORTHPORT, AL	(NONE)	(1 US ARMY)*	CP SHELBY, MS
207 IN	SCOUT	ANCHORAGE, AK	(NONE)	(USARPAC)*	FT WAINWRIGHT, AK

* Not assigned to Corps.

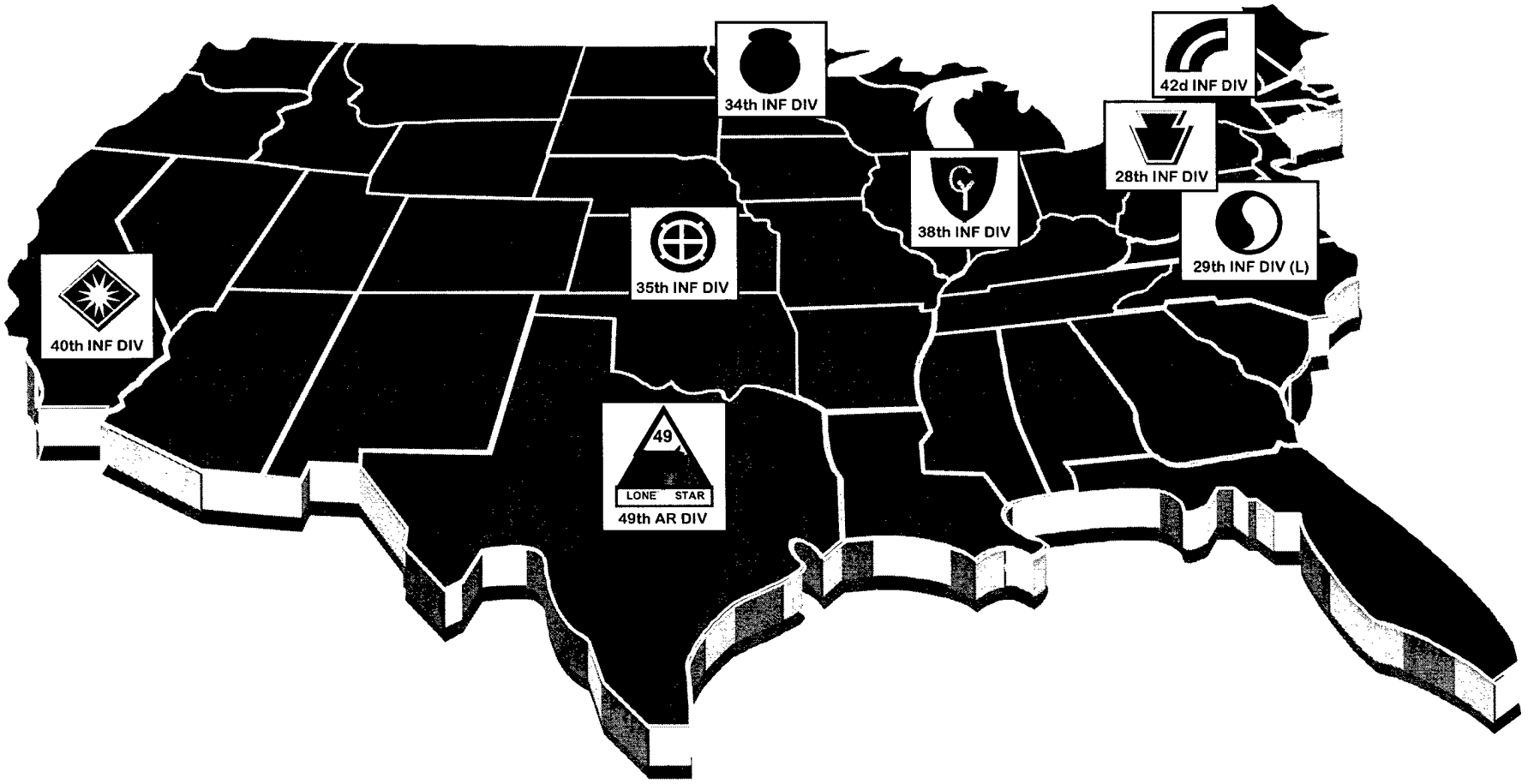


Figure 7. The ARNG Divisions

TABLE 2. AC/ARNG Integrated Divisions

UNIT	TYPE UNIT	BDE HQ LOCATION	AC TRAINING ASSOCIATION	PRIMARY MOBILIZATION LOCATION
39 IN	LIGHT	LITTLE ROCK, AR	FORT CARSON***	FT POLK, LA
41 IN	LIGHT	PORTLAND, OR	FORT CARSON***	FT LEWIS, WA
45 IN	LIGHT	EDMOND, OK	FORT CARSON***	FT SILL, OK
48 IN	HEAVY	MACON, GA	FORT RILEY**	FT STEWART, GA
30 IN	HEAVY	CLINTON, NC	FORT RILEY**	FT BRAGG, NC
218 IN	HEAVY	NEWBERRY, SC	FORT RILEY**	FT STEWART, GA

** to be part of the AC/RC Integrated Division headquartered at Fort Riley, KS (with forward hqs at Fort Jackson, SC)

*** to be part of the AC/RC Integrated Division headquartered at Fort Carson, CO

1.4. The FORSCOM Conventional Force Generation Model (FGM)

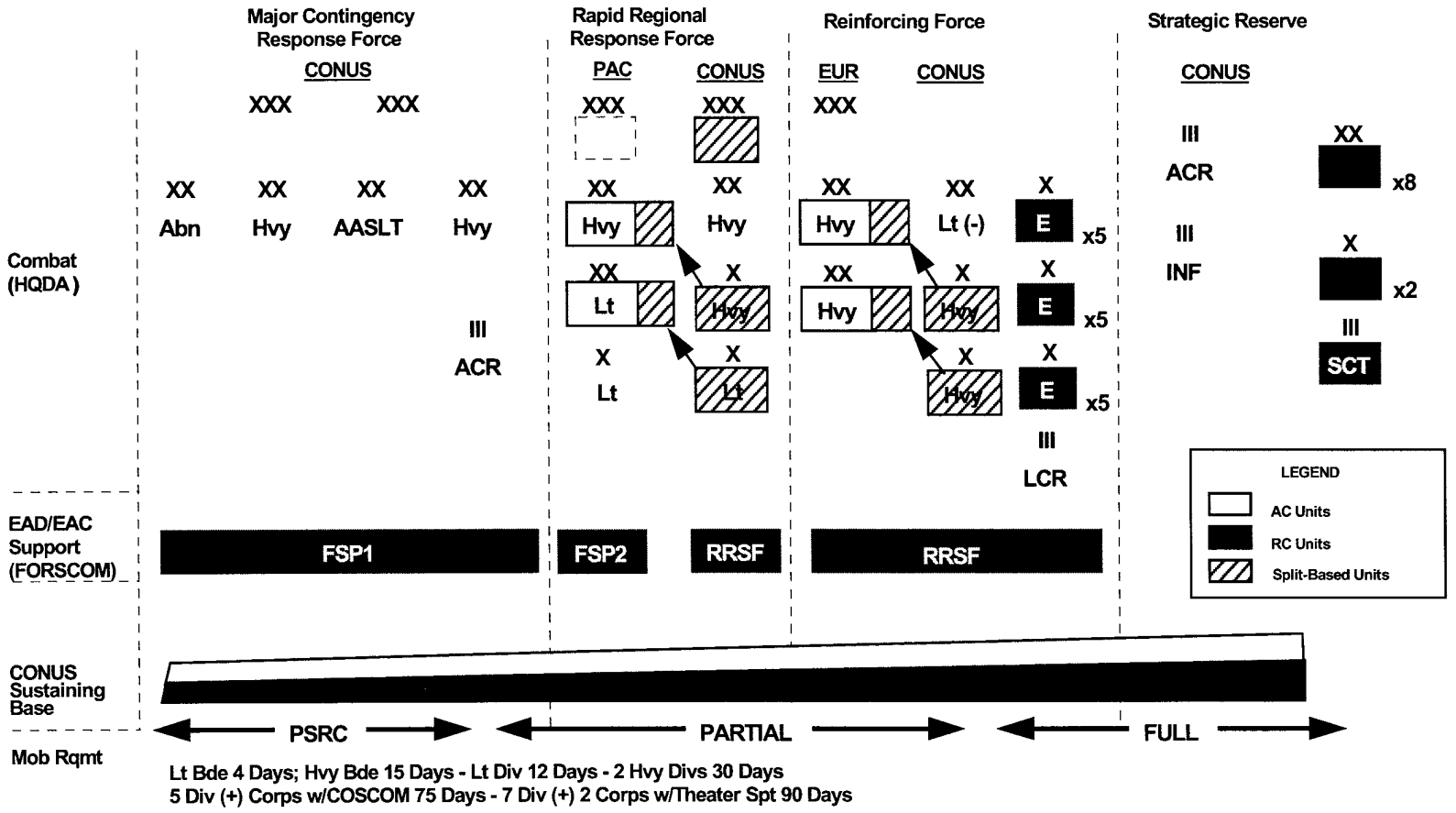


Figure 8. The Conventional Force Generation Model

Employing a downsized military force in an uncertain and unpredictable strategic environment requires a methodical framework within which to conduct planning, training, and prioritization of resources. The Force Generation Model (FGM) provides such a framework.

The FGM provides a template (see Figure 8) for the Army and FORSCOM to use in making decisions on force integration, operational relationships, resource allocations, and training priorities. It also allows synchronization of The Army Plan (TAP) with deliberate operational plans (OPLAN), contingency requirements, and programming and budgeting priorities.

The Model begins by positing four basic force packages: the Major Contingency Response Force (MCRF), the Rapid Regional Response Force (RRRF), the Reinforcing Force (RF), and the Strategic Reserve (SR).

- The MCRF is designed to meet initial Major Regional Contingency (MRC) requirements. Consequently, it is made up of four divisions and an ACR, which collectively provide broad operational capabilities, including rapid deployment and force entry. Because corps headquarters tend to focus on single theaters of war, there are two in the CRF.
- The RRRF emphasizes the Pacific theater, in that it includes the heavy division based in the Pacific, and the CONUS-based corps and divisional brigades which are focused on that region.
- The RF consists of the remaining CONUS-based divisions and those forces which are deployed forward in Europe. It also includes the CONUS-based brigades of the European-based divisions, and the 15 ARNG Enhanced Separate Brigades. As its title implies, the RF is designed to provide a reinforcement capability to any theater of war.
- The SR is made up of the last remaining AC combat formations, the eight ARNG divisions and other ARNG combat units. These forces would be employed in the event of a prolonged general war or multiple regional conflicts.

Combat support (CS) and combat service support (CSS) are provided primarily by RC forces. Those elements required for support to the Major Contingency Response Force are grouped into *Force Support Package (FSP) 1*. Other elements aligned against requirements for the Rapid Regional Response Force are organized into *FSP 2*. The remaining RC structure will fill other CS/CSS requirements for the Rapid Regional Response Force and the Reinforcing Force, and are organized as the Rapid Response Support Force (RRSF).

The FGM also portrays the linkage between the various force packages and the state of mobilization under which they would be used. Table 3 summarizes these links.

TABLE 3. Mobilization State and Force Package Linkage

FORCE PACKAGE	MOBILIZATION STATE(S)
Major Contingency Response Force	PSRC, Partial
Rapid Regional Response Force	Partial
Reinforcing Force	Partial, Full
Strategic Reserve	Full

CHAPTER TWO: The Power Projection Process

2. The Power Projection Process

This chapter surveys major aspects of mobilization and deployment, which are critical components of power projection. While power projection applies both to the implementation of deliberate plans and to the execution of contingency operations, the former requires a fuller use of the mobilization and deployment processes. Consequently, the implementation of deliberate plans is used as the basis for discussion.

THE POWER PROJECTION PROCESS

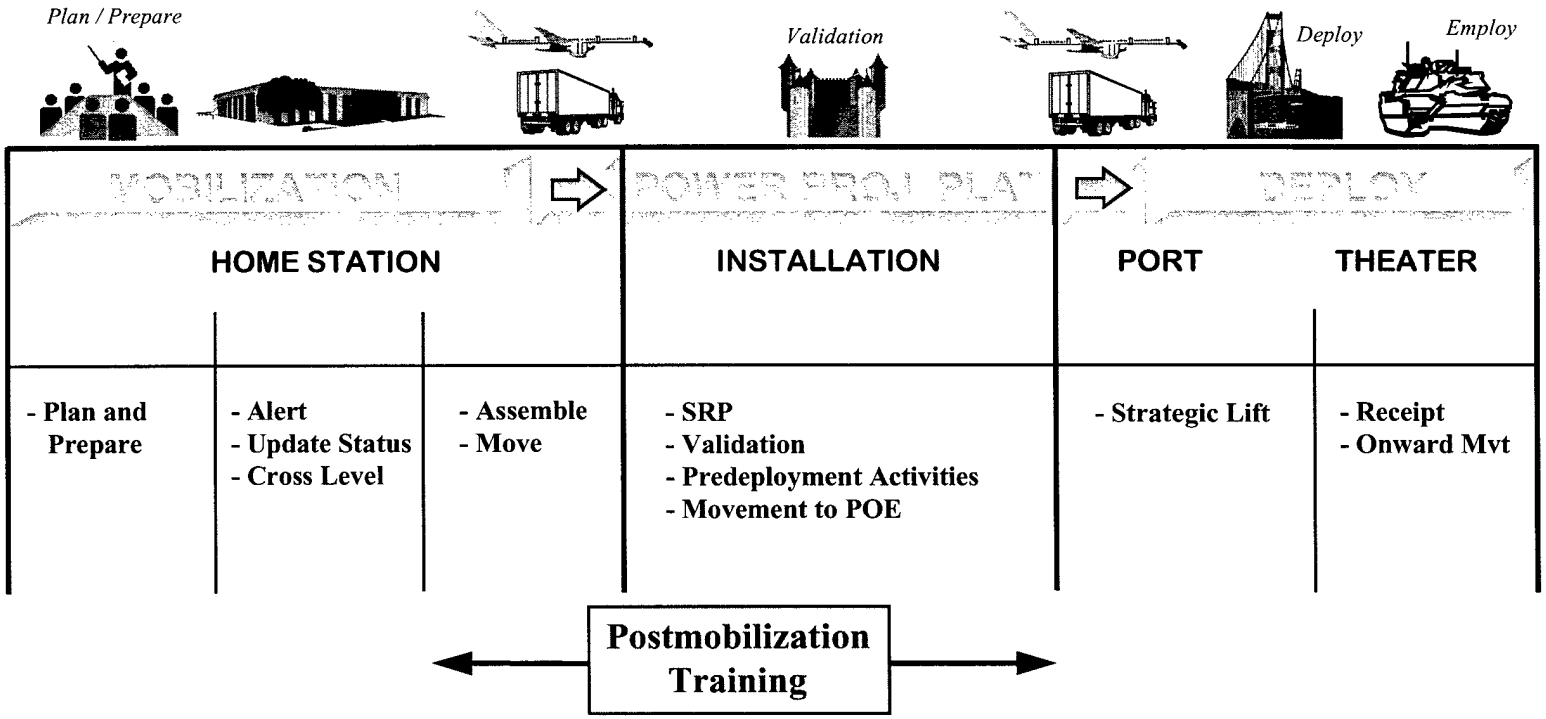


Figure 9. The Power Projection Process

2.1 Deliberate Planning

Deliberate Planning is the cornerstone of the peacetime joint planning process, which begins with the publication of the principal task assignment document, the biennial Joint Strategic Capabilities Plan (JSCP), and ends in the last year of the JSCP. This process includes several critical activities:

- *War planning* follows from the CINCs' concepts of operation and identifies the forces and support required to accomplish operational missions.
- *Mobilization planning* details the mobilization of reserve forces and their movement from home station through validation at the mobilization station.
- *Deployment planning* delineates the movement of forces and support from the mobilization station, through the port of embarkation, to the port of debarkation.

The five phases in the deliberate planning process are described in Figure 10. The planning process begins when a commander is assigned a task, and ends when supporting plans have been approved by the supported commander. Of course, from the supported commander's perspective, the deliberate planning process is never completed, for at that level, planning, training and preparation are ongoing activities.

DELIBERATE PLANNING PROCESS

PHASE I - INITIATION

Planning tasks are assigned, major combat forces and strategic transportation assets are apportioned for planning, and the groundwork is laid for additional planning.

PHASE II - CONCEPT DEVELOPMENT

The combatant commander derives his mission from the assigned task and issues guidance to his staff. Information about the enemy is collected and analyzed. The staff then analyzes and proposes tentative courses of action; the commander selects the best course of action; and the staff develops and documents a concept of operations. The Joint Staff reviews the concept, and it is approved by the JCS.

PHASE III - PLAN DEVELOPMENT

The combatant commander's staff and the staff of the Service components develop a detailed, feasible transportation flow of resources into the theater to support the concept. Forces are selected, time-phased support requirements are determined, and the strategic transportation flow is computer simulated. The information that is required for the plan, that is, the combat and support units along with the equipment and supply support, is collected in the Time-Phased Force Deployment Data (TPFDD) file. This phase ends when the fully documented OPLAN, including TPFDD, is forwarded to JCS for review and approval.

PHASE IV - PLAN REVIEW

This phase is a formal element of the deliberate planning process. Even before this phase begins, the OPLAN has received a concept review and an intermediate review. It is during this phase that all elements of the plan are reviewed by JCS for adequacy and feasibility.

PHASE V - SUPPORTING PLAN

In this last phase, each subordinate and supporting commander who is assigned a task in the CINC's plan prepares a supporting plan. The supporting commander submits these OPLANS to the supported combatant commander for review and approval. The planning process is not complete until the employment plans and the supporting deployment plans are complete; only then is the CINC's plan ready for implementation.

Figure 10. The Deliberate Planning Process

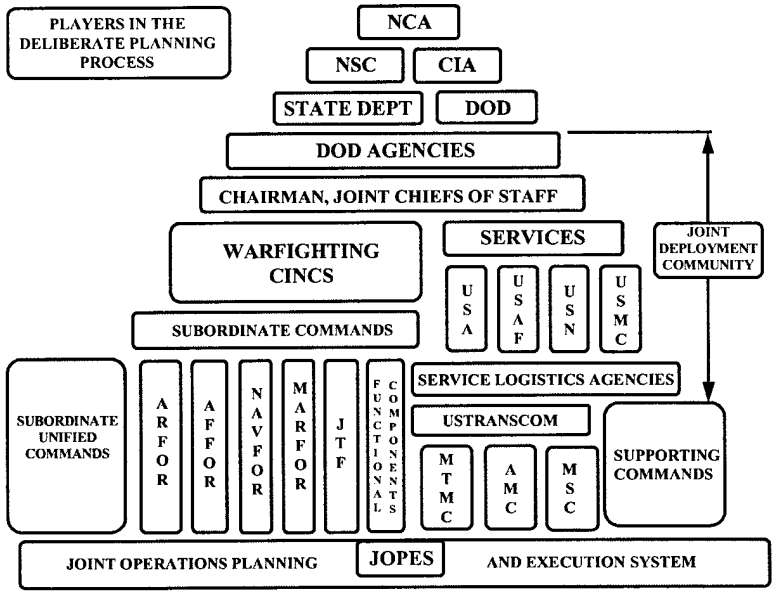


Figure 11. Deliberate Planning "Players"

2.1.1 The JSCP

The JSCP provides to the CINCs and Chiefs of the Services guidance necessary to accomplish tasks and missions based on near-term military capabilities. It also apportions resources to CINCs, based on their individual requirements, and those military capabilities which have been provided through program and budget actions.

The JSCP consists of a single volume which includes planning guidance, objectives, tasks, assumptions, and forces; supplemental instructions are issued separately. The JSCP also tasks CINCs to prepare operation plans and concept summaries. (Operation plans are prepared in either complete [OPLAN], or concept [CONPLAN], format). Unless otherwise directed, these operation plans and concept summaries are submitted to the JCS for approval. All plans so tasked conform to applicable domestic and international law, including the Law of Armed Conflict and international agreements binding on the United States.

Thus, the JSCP supports and implements, through resultant unified command operation plans, the National Military Strategy, and serves as a coherent framework for military advice to the National Command Authorities.

2.1.1.1 Time-Phased Force and Deployment Data

The successful implementation of deliberate planning depends upon effective and timely power projection. It is this purpose which the TPFDD serves. In essence, the TPFDD is the supported CINC's statement of his requirements—for units by type, the time period for which required, and the respective priorities for arrival in the warfighting theater. It also documents the CINC's requirements for non-unit cargo and personnel which are essential to sustain his force. (See Figure 12.)

The validation and sourcing of "below-the-line Army units" (that is, CS and CSS units) for the TPFDD is the responsibility of FORSCOM. In addition, FORSCOM assigns the subsequent wartime alignments derived from the various OPLAN TPFDDs through the WARTRACE program. Force shortfalls are identified by FORSCOM, and provided to the Department of the Army for necessary action.

Finally, since the force must arrive in the theater at the time and in the order which fits the CINC's concept of operations, the TPFDD must address the related movements issues. Ultimately, the objective of deployment is the arrival of the force at the right place and at the right time.

In summary, the TPFDD is both a force requirement and a transportation movements document, and must be seen in both these contexts simultaneously.

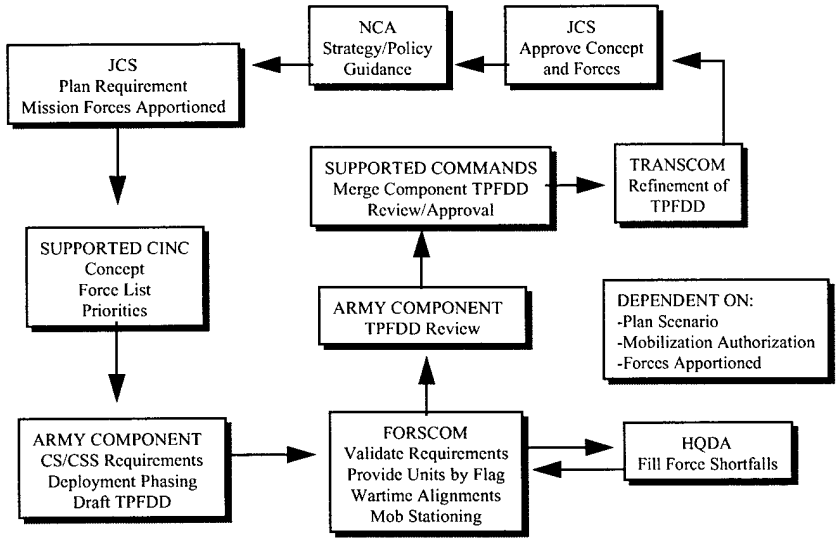


Figure 12. The TPFDD Development Process

2.1.2 The Army Mobilization and Operations Planning and Execution System (AMOPES)

AMOPES is, in essence, the Army's interface with the JSCP; it provides guidance to Army commands and agencies for strategic employment of Army forces, identifies AC and RC combat forces available to execute operational plans for regional contingencies, and establishes priorities for the apportionment of CS and CSS units in conjunction with existing operational plans. Additionally, AMOPES provides mobilization, deployment, and demobilization guidance for planning and execution, along with a detailed description of the Army's Crisis Action System. (AMOPES, due to its broad focus and lack of specificity, is normally not distributed below CONUSA level.) A thorough revision of AMOPES was published in late 1997.

AMOPES, its functions and derivations, are summarized in Figure 13.

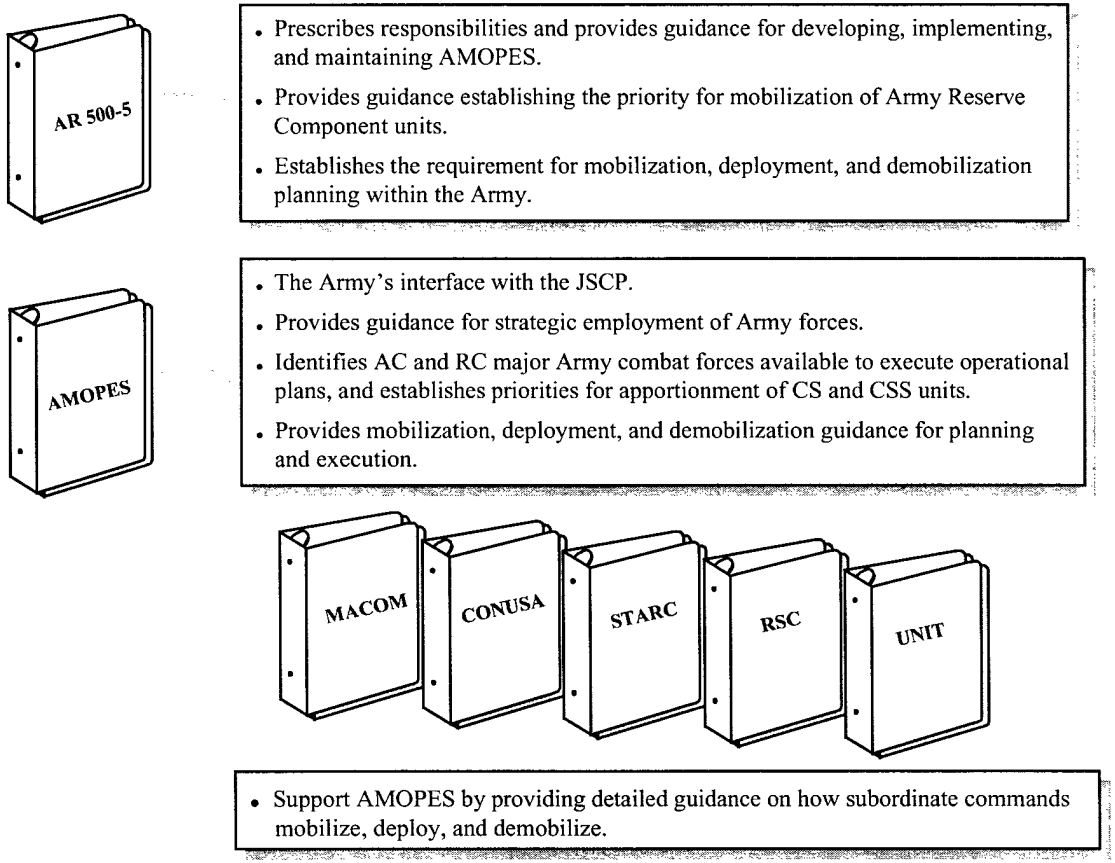


Figure 13. AMOPES Functions and Derivations

2.1.3 The FORSCOM Mobilization and Deployment Planning System (FORMDEPS)

FORMDEPS is, similarly, FORSCOM's interface with AMOPES. It is a current capability planning system which serves as the framework for centralized planning management and controlled execution of the CONUS unit mobilization, deployment, redeployment and demobilization processes. Its volumes describe the relationships of FORSCOM with the Army, unified commands, MACOMs, National Guard Bureau, defense agencies, and FORSCOM's subordinate elements.

FORMDEPS directs actions based on the missions and responsibilities of its subordinate commands and headquarters. It consolidates FORSCOM policies, mission assignment, procedures and plans for the development, coordination, dissemination, review and approval of mobilization plans. Finally, it describes the automated systems which FORSCOM uses to support power projection operations, to include the interface with other, non-FORSCOM systems.

Figure 14 provides an overview of FORMDEPS.

FORCES COMMAND MOBILIZATION AND DEPLOYMENT PLANNING SYSTEM (FORMDEPS)

- FR 500-3 FORCES COMMAND MOBILIZATION AND DEPLOYMENT PLANNING SYSTEM (15 JUN 98)
- FR 500-3-1 FORSCOM MOBILIZATION PLAN (15 APR 98)
- FR 500-3-2 DEPLOYMENT GUIDE (19 AUG 91)
- FR 500-3-3 RESERVE COMPONENT UNIT COMMANDER'S HANDBOOK (31 MAR 98)
- FR 500-3-4 INSTALLATION COMMANDER'S HANDBOOK (15 AUG 91)
- FR 500-3-5 DEMOBILIZATION (31 DEC 98)

Figure 14. Current FORMDEPS Organization

2.2 Power Projection Phases

2.2.1 Phases of Mobilization

PHASE I, Planning and Preparation, involves RC units at home stations during peacetime. During this phase, units plan, train, and prepare to accomplish assigned mobilization missions; prepare mobilization plans and files as directed by their higher commands and in accordance with FORMDEPS; attend PPP coordination conferences; provide required planning data to their PPP; and conduct mobilization training as directed. Each unit takes as many administrative and processing actions as possible prior to mobilization. Plans, to include movement planning, must be completed for the following phases.

PHASE II, Alert, begins when a unit receives notice of a pending order to active duty and ends when the unit enters active Federal service. The unit takes specific actions (outlined in detail in the Reserve Component Unit Commander's Handbook [RCUCH]) to transition from RC to AC status. Simultaneously, the unit begins to implement actions with available personnel and facilities, and takes the necessary emergency actions to complete the administrative and processing actions initiated in Phase I.

PHASE III, Home Station, begins with the unit's entry on active Federal status and ends when the unit arrives at its PPP or port of embarkation (POE). During this phase, the unit starts its transition to AC status.

PHASE IV, Mobilization Station, activities begin when the mobilized unit arrives at its PPP. Additional training may vary as evaluations dictate. The unit's goal is to attain operational readiness and meet minimum deployment criteria in the shortest possible time, consistent with its deployment or operational mission.

PHASE V, Port of Embarkation, begins with arrival of the unit at its POE, and encompasses all activities while there. These activities include loading of equipment, and manifesting and loading personnel. This phase ends with the departure of personnel and equipment from the POE.

2.2.2 Phases of Deployment

PHASE I, Predeployment Activities, during normal peacetime operations, include preparation for crisis response and force-projection missions. Based on the operational requirements of the supported CINC, Army organizations are designated, equipped, trained, and led with force projection capabilities in mind. Units conduct routine collective deployment training to ensure the Army forces, manpower, and material are deployed to meet the combatant commander's mission requirements.

PHASE II, Movement to the Port of Embarkation, only begins when the mobilization process and/or Phase I, Predeployment Activities is complete, and when the unit has completed Preparation for Overseas Movement (POM) and has been validated as operationally ready.

PHASE III, Strategic Lift, begins with the unit's departure from the POE and ends with its arrival in the operational theater.

PHASE IV, Theater Base Reception, begins with the arrival of forces and sustainment at the port of debarkation (POD) in the theater, and ends with the departure of the forces from the POD.

PHASE V, Theater Onward Movement, includes the personnel and equipment linkup, the reconfiguration of forces, sustainment, and receipt of pre-positioned war reserve stock, if scheduled, at designated marshaling areas. This phase concludes with arrival at the gaining command's staging areas where combat preparation occurs.

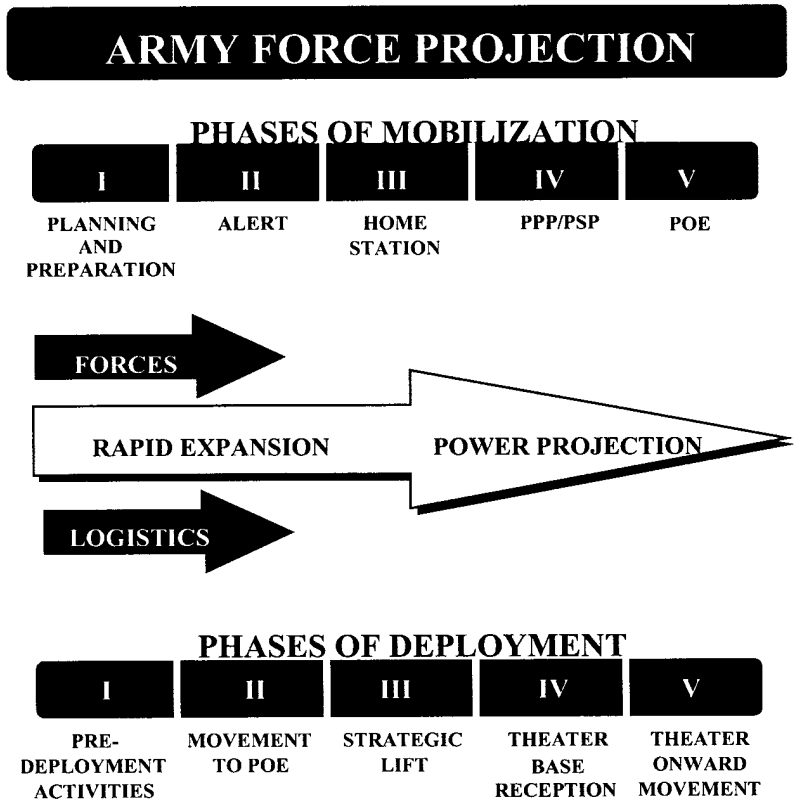


Figure 15. Power Projection Phases

2.3 Task Organization

Because forces from all Army components are involved in power projection, as well as elements of other Army commands and agencies, the task organizations for these activities—reflecting the interrelationships among the command infrastructure—tend to be quite complex. That said, experience has shown that these relationships work quite smoothly, so long as the respective responsibilities and taskings are clearly set forth and understood.

Figure 16 shows the general power projection task organization in peacetime.

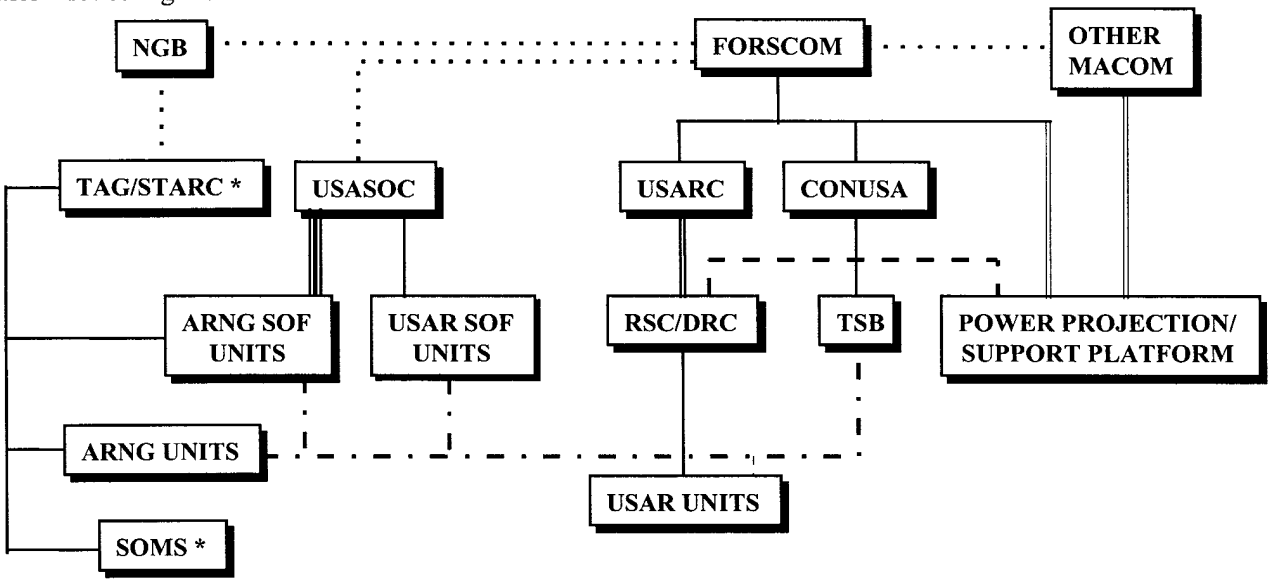


Figure 16. Premobilization Task Organization

While this task organization does not represent every Army activity involved in peacetime planning, the primary agencies and relationships for power projection are included.

Figure 17 shows the postmobilization task organization, as configured for partial mobilization.

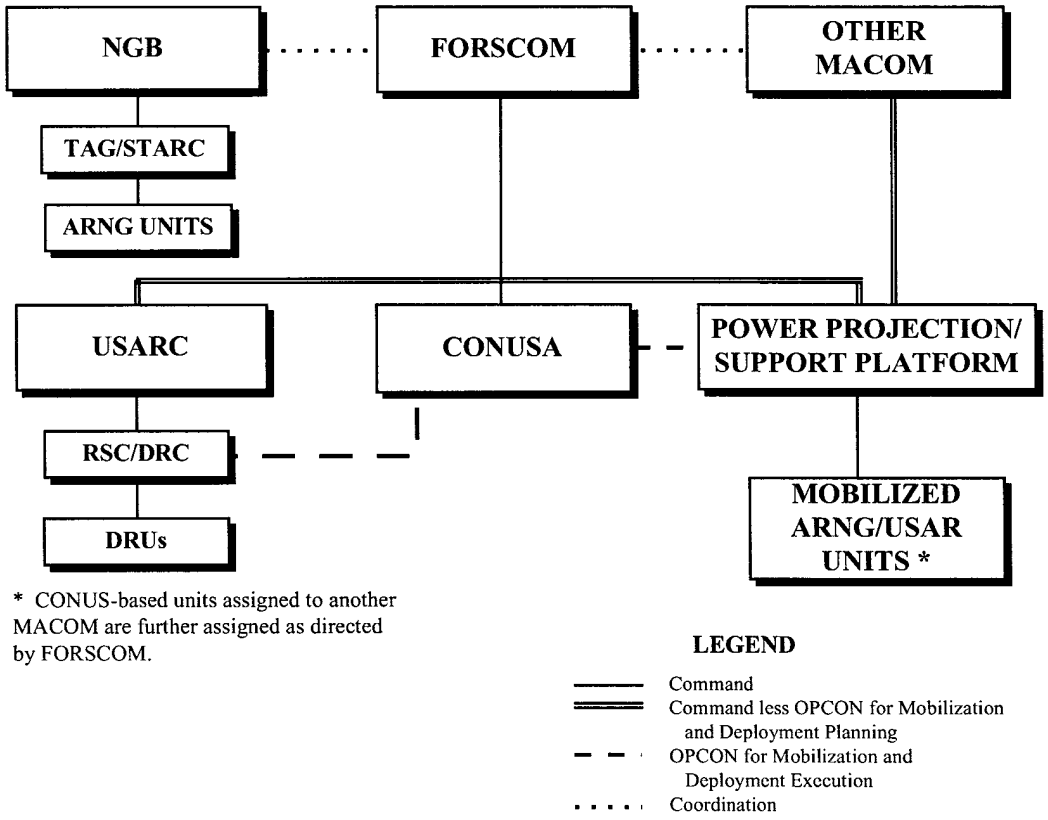


Figure 17. Postmobilization Task Organization

The transition between these sets of relationships will be incrementally implemented on order. A total and immediate transfer is considered unlikely except under the most extreme circumstances.

2.4 The Categories of Mobilization

MOBILIZATION is the process of preparing for war or other emergencies by assembling and organizing personnel and materiel for active military forces, activating or federalizing the RC, extending terms of service, surging or expanding the industrial base, and bringing the U.S. Armed Forces to a state of readiness for war or other national emergency. Involuntary activation of the RC includes the following categories of force activation:

Selected mobilization is the mobilization, by the Congress or the President, of RC units, Individual Ready Reservists (IRR), and the resources needed for their support to meet the requirements of a domestic emergency (e.g., postal strike, flood, earthquake, etc.) that does not involve a threat to the national security.

Presidential Selective Reserve Call-Up (PSRC), the so-called "200K Callup" is used to augment the active force of all services with up to 200,000 soldiers of the Selected Reserve for up to 270 days, for an operational mission.

Partial mobilization involves the mobilization by the President or Congress of not more than 1,000,000 Ready Reservists (units and individual reservists), for not longer than 24 months, along with the resources needed for their support, to meet the requirements of war or other national emergency involving an external threat to the national security.

Full mobilization is the mobilization by the Congress of all RC units in the existing force structure, all individual, standby, and retired reservists; retired military personnel; and the resources needed for their support for the duration of a declared emergency, plus six months, to meet the requirements of a war or other national emergency involving an external threat to the national security.

Total mobilization is the expansion of the Armed Forces by the Congress and the President to organize or generate additional units or personnel beyond the existing force structure, and the resources needed for their support, to meet the total requirements of a war or other national emergency involving an external threat to the national security.

Further detail is presented in Table 4.

TABLE 4. The Mobilization Spectrum

	GENERAL DESCRIPTION	HOW MANY?	WHO AUTHORIZES?	STATUTORY AUTHORITY	UNITS OR INDIVIDUAL SOLDIERS OR UNITS
SELECTIVE	For a domestic emergency, mobilization of RC units or soldiers may be required to protect life, protect federal property, prevent disruption of federal activities, or in case of an insurrection in any state against its government.				Members and units of the National Guard of any State
	USAR and ARNGUS units and certain individuals may be ordered to active duty involuntarily for up to 15 days, and voluntarily as needed, to respond to domestic emergencies such as disaster relief	As needed.	President or Congress/Secretary Designee (State Governor consent required for ARNGUS).	10 USC 12301(b) (up to 15 day involuntary order to active duty), 10 USC 12301 (d)(ordered to active duty with reserve component member's consent)	without consent of persons affected -- any unit and member not assigned to a unit organized to serve as a unit, in an active status in a reserve component under the jurisdiction of the Secretary concerned; with individual's consent -- members of a reserve component under the jurisdiction of the secretary concerned.
	Insurrection	As needed.	President	10 USC 331 - 335	Units of State Militia. National Guard Units and/or individual soldiers.
	National Guard in Federal Service, if - U.S. invaded or in danger of invasion - rebellion against US Government - President unable with regular forces to execute US laws	As needed.	President	10 USC 12406	
	Civil Reserve Air Fleet - Stage I		AMC	10 USC 9511-9514	
PRESIDENTIAL SELECTED RESERVE CALL-UP	For Low-Intensity Regional Conflict through Mid-Level Regional Conflict Selected Reserve - The President may augment the Active Forces by a call-up of the Selected Reserve or any member in the Individual Ready Reserve mobilization category who is designated as essential under regulations prescribed by the Secretary concerned to meet the requirements of an operational mission.	Not more than 200,000 for not more than 270 days.	President/ Secretary	10 USC 12304 (Cannot be used for insurrection, invasion, rebellion, to execute the laws of the United States or national disaster.)	Units and/or individuals of the Selected Reserve or certain members in the Individual Ready Reserve."
	Stop Loss - President may suspend any law relating to promotion, retirement, or separation		President	10 USC 12305	
	Civil Reserve Air Fleet, Stage II		Secretary	10 USC 9511-9514	
PARTIAL MOBILIZATION	For a Major Theater War RC generally			10 USC 12301 (d)	
	Selected Reserve			10 USC 12304	
	Ready Reserve - In case of war or other national emergency, Congress or the President may order mobilization of up to one million Ready Reserve for up to 24 months. The Congress can increase the numbers and duration by separate action.	Up to 1,000,000 (All Services) for up to two years. Can be increased by Congressional action.	President or Congress.	10 USC 12302 (Expansion of armed forces.)	Ready Reserve units and individuals.

TABLE 4. The Mobilization Spectrum (concluded)

	GENERAL DESCRIPTION	HOW MANY?	WHO AUTHORIZES?	STATUTORY AUTHORITY	UNITS OR INDIVIDUAL SOLDIERS OR UNITS
	Retired Reserve and Recall of Retired Regulars	As needed.	Secretary	10 USC 12307 (Recall of Retired Reserves) 10 USC 688 (a) as restricted by 10 USC 690 (Recall of Retired Regulars) 10 USC 6485 (Recall of Fleet Reserve and Fleet Marine Reserve)	Retirees.
	Stop Loss		President	10 USC 12305	
	Civil Reserve Air Fleet, Stage III		Secretary. provided President or Congress have declared national emergency.	10 USC 9511-9514	
FULL MOBILIZATION	For Global Conflict				
	RC generally			10 USC 12301	
	Selected Reserve			10 USC 12304	
	Ready Reserve			10 USC 12302	
	Full mobilization requires passage by Congress of a Public Law or joint resolution declaring war or national emergency. It involves the mobilization of all RC units in the existing approved force structure, all individual reservists, and the material resources needed for the expanded force structure. Term: duration plus six months.	Up to the strength of the approved force structure of the Armed Forces.		Public law or joint resolution by Congress declaring war or national emergency.	All of the above, plus national conscription as determined by the Congress and President.
	Standby Reserve - Secretary determines that there are not enough units or individuals in the Ready Reserve.			10 USC 12306	
	Stop Loss.			10 USC 12305	
	Conscription.		President Congress	50 USC App 451 Requires enabling legislation.	
TOTAL MOBILIZATION	For Extended Global Conflict				
	All of the above listed mobilization options				
	Total mobilization involves expansion of the active Armed Forces by organizing and/or activating additional units beyond the existing approved troop basis to respond to requirements in excess of the troop basis and the mobilization of all additional resources needed, to include production facilities, to augment and sustain such forces.	Strength levels beyond full mobilization as determined by the President and approved by Congress.	President Congress	As above.	As above.

2.5 Mobilization Responsibilities

FORSCOM prepares for mobilization and deployment by providing planning directives and guidance to CONUSAs, major troop units, FORSCOM installation commanders, installations belonging to other MACOMs which are designated as a PPP or PSP, State Adjutants General (in consonance with the NGB), and the USARC.

RC forces prepare for, mobilize, and deploy from CONUS on order of FORSCOM. They redeploy on order of the supported CINC, and demobilize on order of FORSCOM.

The responsibilities of other commands and agencies are as follows:

2.5.1 U.S. Army, Pacific

- Command assigned AC and RC forces and mobilization stations (MS) in theater.
- Plan and manage mobilization, deployment, and demobilization of RC units within the USPACOM AOR.
- Accomplish applicable tasks performed by CONUSA and PPP/PSP.
- Coordinate mobilization planning with FORSCOM in accordance with the 17 December 1987, Memorandum of Understanding.

2.5.2 U.S. Army, Europe

- Command assigned AC and RC forces and mobilization stations in theater.
- Plan and manage mobilization, deployment, and demobilization of RC units within the USEUCOM AOR.
- Accomplish applicable tasks performed by CONUSA and PPP/PSP.
- Coordinate mobilization planning with FORSCOM in accordance with the 17 December 1987, Memorandum of Understanding.

2.5.3 Army Components of the Unified Commands

- Provide force requirements to FORSCOM for sourcing with specific FORSCOM units, thus creating the basis for WARTRACE alignments. Components also identify specific AC and RC units for apportionment to each OPLAN TPFDD. In the process, they also identify RC units for mobilization to fill these requirements.

2.5.4 U.S. Army Corps of Engineers

- Provide programming, construction, design, and contracting support for facilities, and technical and construction support for real estate expansions.

2.5.5 U.S. Army Training and Doctrine Command (TRADOC)

- Coordinate with FORSCOM for mobilization, deployment, and demobilization planning in accordance with the applicable FORSCOM/TRADOC memoranda of understanding.
- Assume command of USAR training divisions, independent training brigades and battalions, NCO Academies, ARNG state military academies, reception battalions and CONUS Replacement Centers (CRC).
- Ensure that TRADOC installations with a FORSCOM power projection mission respond to the appropriate FORMDEPS volumes during the power projection process, and prepare

and submit necessary plans to the supporting CONUSA for review and approval.

- Support callup, deployment, and release from active duty of the IRR, as required.

2.5.6 U.S. Army Medical Command (MEDCOM)

- Ensure that installation MEDCOM activities coordinate mobilization, deployment, and demobilization planning with their host installation. The medical activity (MEDDAC) will provide a medical annex in accordance with (IAW) the format shown in Annex G, FORSCOM Regulation 500-3-4 for inclusion in the installation mobilization plan. The MEDDAC will also develop a separate plan in accordance with guidance and missions directed by MEDCOM.
- Coordinate mobilization plans as they pertain to FORSCOM missions with the appropriate CONUSA.
- Ensure that MEDCOM Activities/Centers with a power projection mission respond to the appropriate FORMDEPS volumes during the mobilization, deployment, and demobilization process.
- Assume command of U.S. Army Hospitals and U.S. Army Dental units upon arrival at their mobilization stations.
- Expand the health care treatment base in CONUS to support both the mobilizing force and the operational theater.
- Upon execution, activate the AMEDD Professional Officer Filler System (PROFIS) to the deploying force as directed by HQDA.

2.5.7 U.S. Army Materiel Command (AMC)

- Provide logistic, administrative, and training support to Logistics Assistance Offices (LAO) on FORSCOM installations supporting FORSCOM units through the Logistics Support Element-CONUS (LSE-CONUS).
- Ensure AMC installations designated as PPP or PSP prepare mobilization plans and submit the plans to the appropriate CONUSA for approval.
- In accordance with AR 700-4, provide a network of AMC Logistical Assistance Offices (LAO) at key locations in MACOM, installations, or field headquarters throughout CONUS to serve as central points of contact between the logistic support community and AC and RC commanders regarding all matters of materiel readiness. LAO Chiefs at each respective installation or command will coordinate the use of all needed AMC resources as part of their program. LAO Teams will also accompany certain field commands upon the latter's deployment to real world contingencies and exercises.
- Ensure that AMC installations designated as Power Projection Platforms or Power Support Platforms prepare mobilization plans and submit plans to the appropriate CONUSA for approval.
- Ensure that AMC installations with power projection missions respond to FORSCOM mobilization policies, procedures, and directives during mobilization.

2.5.8 U.S. Army Military Traffic Management Command (MTMC)

- Develop plans to use military and available commercial land transportation resources in CONUS to support mobilization.
- Provide traffic management and common-user and commercial ocean terminal support.

- Develop plans for the mobilization of MTMC resources to support expanded MTMC operations.
- Coordinate with HQDA and FORSCOM to designate MTMC RC units to be ordered to active duty at specified mobilization sites.
- Assume command of transportation terminal brigades and battalions, deployment support brigades, port security companies and the Railway Operating Battalion upon arrival at their designated ports/installations.

2.5.9 U.S. Army Special Operations Command

- Recommend stationing locations to FORSCOM for Special Operations Forces (SOF) units.
- Provide FORSCOM mobilization stations with technically qualified personnel for assignment to mobilization assistance teams, to assist in the training and validation of SOF units.

2.5.10 Continental U.S. Armies (CONUSA)

Each CONUSA is responsible for all planning, preparation, and execution of mobilization missions in its AOR. Accordingly, the CONUSAs will review and approve the mobilization plans for each installation within its AOR. This review includes: Installation Mobilization and Deployment Plans (IMDP), Mobilization Master Plan (MMP), and FORSCOM Installation Mobilization Tables of Distribution and Allowances (MOBTDA).

FORSCOM, with the recommendation of the CONUSA, approves the MMP and Installation Mobilization Tables of Distribution and Allowances (MOBTDA). The CONUSA may also review other MACOM Installation MOBTDAs for sufficiency, and advise the appropriate MACOM of those determined inadequate.

The following tasks and responsibilities also fall to the CONUSA:

- Exercise operational control over AC installations for mobilization, deployment, and demobilization planning and execution.
- Exercise a WARTRACE Planning Association with State Operated Mobilization Stations (SOMS) and STARCs. Coordinate and approve mobilization and deployment plans of the SOMS and STARC.
- In preparation for mobilization, deployment and demobilization, coordinate with the State Adjutants General and the USARC commander to supervise the training of RC units and evaluate the RC units' ability to perform their wartime missions. Direct and supervise STARC and USARC MSC mobilization plan preparation.
- Develop and maintain a Mobilization Assistance Team (MAT) structure for each installation in the geographic AOR. This organization will reflect the number, size and type units to be mobilized at each installation, and the source of the individual Team's fill.
- Manage the derivation of validation criteria and procedures for RC units in the geographic AOR.
- Triennially review and approve all MS mobilization plans. Other MACOM missions included in the mobilization plan will be forwarded to the appropriate MACOM.
- Coordinate mobilization plans among Service components and across RC command boundaries within the CONUSA geographic area.
- Coordinate with STARCs and USARC MSCs, prior to their being mobilized, for postmobilization support and command of mobilized units.

- Establish postmobilization command and control relationships and support and coordinate responsibilities for multi-state Army units and nonorganic direct-reporting units.
- Prepare a mobilization plan or supplement to address requirements unique to specific Army areas, and submit to FORSCOM for approval.
- Task responsible installations to ascertain their capabilities to accomplish assigned power projection missions. Provide other RC unit information required for mobilization planning to these installations.
- Serve as the FORSCOM POC to other MACOM installations for matters concerning FORSCOM units either mobilizing at or deploying from these installations.
- Ensure units' Postmobilization Training and Support Requirements (PTSR) are developed and submitted to appropriate mobilization stations.
- Ensure that STARCs and USARC MSCs annually review the mobilization preparedness of their units.
- Provide planning guidance to STARCs and USARC MSCs for disposition and utilization of Federal property, personnel and equipment.
- Supervise and participate in the upgrading of logistics readiness through requisitions, cross-leveling, and maintenance..
- Validate for deployment general officer commands (less corps headquarters and aligned AC units).
- In conjunction with MSs, plan the activation, organization, and assignment of Mobilization Assistance Teams (MAT) to support training and validation of units for deployment.
- Ensure that STARCs and USARC MSCs have procedures for reviewing and validating their units' movement plans.
- Command mobilized RC units from their date of mobilization until their arrival at the MS. (Command may be exercised through the STARCs or USARC MSCs if these headquarters have been federalized or mobilized, respectively. Upon arrival at the installation, command will pass to the installation commander, except for designated general officer reserve commands and those units assigned to another gaining command in CONUS.)
- Prepare orders for ARNG and USAR units ordered to active duty, except when ARNG units are federalized under Section 3500, Title 10 U.S. Code.
- Publish orders transferring units scheduled for assignment to other MACOM, on the date the unit arrives at the MS. Retain command of the unit until it arrives at the mobilization station.
- Be prepared to activate, organize, train, deploy, and employ force expansion units to support full and total mobilization.
- Be prepared to monitor the STARC Military Academy accelerated program and, at the conclusion of academy programs, monitor the STARC use of academy personnel. (Upon request of TRADOC, academy personnel and organic equipment will be transferred to TRADOC.)

2.5.11 U.S. Army Reserve Command

- Manage and resource USAR units to accomplish their assigned mobilization missions.
- Alert selected USAR units for mobilization.
- Continue as a major subordinate command of FORSCOM during mobilization. Pass command of mobilized USAR units to CONUSA on the effective date of call-up.
- Be prepared to provide support to USAR mobilized units, as directed by FORSCOM.
- Furnish resources to assist in filling MATs upon CONUSA request.
- Coordinate Family Assistance Programs.

2.5.12 State Area Commands

- Direct and supervise the preparation and maintenance of unit mobilization files in consonance with NGB coordinating instructions, CONUSA guidance, and FORSCOM Regulation 500-3-5.
- Ensure all subordinate commands test their alert notification plans annually.
- Organize, train, and prepare for the mobilization of the STARC.
- Plan and coordinate with appropriate installations for release of property that reverts to Federal control, to include operations of Mobilization and Training Equipment Sites (MATES) by TAG and STARC.
- Plan to support mobilized USAR units designated by CONUSA.
- Ensure subordinate unit representatives attend installation mobilization conferences and visit mobilization stations.
- Establish and maintain STARC MOBTDA.
- Plan for the accomplishment of STARC missions, based on FORSCOM and CONUSA guidance.
- Establish procedures for reviewing and approving subordinate unit movement plans.
- Be prepared to cross-level personnel and equipment prior to a unit's effective date of mobilization to assure that the unit meets deployability standards. (No unit will be drawn below C-3 without FORSCOM approval.)
- TAG, through the STARC of states which administer SOMS, will ensure the preparation, coordination, and submission to the appropriate CONUSA of mobilization plans.
- Be prepared to transfer STARC Military Academy personnel and organic equipment to TRADOC.
- Be prepared, when directed by the CONUSA and when mobilized, to exercise command and control over federalized ARNG units.
- Provide increased levels of support to alerted/mobilized units until their arrival at their MSs.
- Move federalized units and equipment to MSs or to designated POE as directed by CONUSA.
- Assist the U.S. Property and Fiscal Officer (USPFO) to dispose of residual Federal assets. Coordinate transfer of equipment as requested by the CONUSA.
- Coordinate family assistance for all military dependents in the state and in the areas beyond the support capability of military facilities.

- Manage convoy planning, clearances, and execution within the state in accordance with FORSCOM Regulation 55-1 and mobilization convoy procedures.

2.5.13 Installations Designated as PPP or PSP

- Prepare a mobilization plan in accordance with guidance in FORSCOM Regulations 500-3-1 and 500-3-4.
- Receive, house, support, and redistribute resources. Train and validate units for deployment. Prepare for and support the deployment of AC and mobilized RC units. Receive, support, and assign IRR, IMA, and recalled retiree personnel reporting to the MS.
- Establish or expand activities to include consideration of other MACOM activities and requirements, to include tenant elements.
- As required, operate/host Service schools, Army Training Centers (ATC), Officer Candidate Schools (OCS), and CONUS Replacement Centers (CRC).
- Prepare for and operate Arrival/Departure Airfield Control Groups (A/DACG) at Aerial Ports of Embarkation (APOE) and Port Support Activities in the vicinity of Sea Ports of Embarkation (SPOE) in accordance with FORSCOM Regulations 55-1 and 500-3-2.
- Conduct demobilization planning and execution as outlined in FORSCOM Regulation 500-3-5.
- Triennially, provide mobilization plans and any documentation that provide procedures for mobilization requirements and marshaling area plans to the appropriate CONUSA for approval.
- Coordinate with the USAR training divisions scheduled to mobilize.
- Prepare or coordinate the preparation of mobilization plans for sub-installations and submit to the appropriate CONUSA for approval. (Mobilization plans will be coordinated with the applicable Garrison Support Unit [GSU]).
- Triennially, update or furnish RC unit mobilization packets with information on facilities, administration, logistics, security, and other pertinent functional areas.
- Maintain files of PTSR and use their contents for mobilization planning. Provide PTSR information on medical units to the installation Medical Center (MEDCEN) and Medical Department Activity (MEDDAC).
- Triennially, conduct a coordination conference with units scheduled to mobilize at the installation.
- Coordinate mobilization planning requirements with the appropriate CONUSA, STARC, and USARC MSC, and with other agencies as required.
- Prepare MOBTDA that encompasses all postmobilization missions; provide a copy to the CONUSA for review. (FORSCOM installations will forward these documents through the CONUSA to FORSCOM for approval. Other MACOM installations will forward them to the appropriate MACOM.)
- Assume command of mobilized units as appropriate upon their arrival at the MS.
- Annually review the MAT structure, comparing it with MPES to ensure a proper mix of skills is available to support mobilization. Recommend any changes to the CONUSA and, on execution, support the attached MAT as required.

- As directed, cross-level personnel and redistribute materiel and equipment to ensure the readiness of deploying units.
- Pass information on resource (personnel and equipment) overages and shortages to the CONUSA through the appropriate information systems.
- Validate units when they have met all pre-deployment requirements, are capable of supporting a specific OPLAN, and are prepared to proceed to the POE.
- Prepare for and deploy units as ordered by FORSCOM.
- Upon identification of the requirement for total mobilization, activate and train force expansion units as directed by the appropriate MACOM, based on HQDA guidance.

2.5.14 USAR Garrison Support Units

- Plan to move to the designated MS on order.
- Assist in the preparation of the installation's mobilization plan and mobilization packets.
- Assist in the development of MOBTDA.
- Prepare to augment the existing installation staff for activation and operation of assigned installations and prepare to receive, process, support, and deploy units and individuals assigned to the installation.
- Participate in mobilization conferences conducted with RC units scheduled for mobilization at the installation.

2.5.15 Coordinating/Support Installations (CI/SI)

CI and SI are designated by the Mobilization Planning and Execution System (MPES) to provide certain defined area support. In general, they:

- Provide appropriate administrative and logistical support to mobilizing RC units moving to the PPP/PSP.
- Provide appropriate personnel, administrative and logistical support to RC units mobilized at sites within a designated area of responsibility.

CHAPTER THREE: Power Projection Issues

3. Power Projection Issues

3.1 Alert, Activities at Home Station, and Movement to the PPP/PSP

Upon receipt of a pending order for mobilization, the alerted unit undertakes necessary preparatory actions for mobilization, notifies key personnel, screens personnel records, and identifies equipment shortfalls.

Personnel home station cross-leveling actions during the alert phase include transfer of personnel who do not meet mobilization standards to other units, identification of nondeployable personnel (including those undergoing resolution action), and coordination with the STARC or RSC for reassignment of members of other units to support fill actions. Additional personnel fill actions could be made by coordinating the assignment of IRR volunteers to the unit.

On the effective date of mobilization, command of the unit transfers to the CONUSA; personnel processing, inventory of equipment, and personnel and equipment cross-leveling continue at home station; and advance parties depart for the designated MS. Personnel home station cross-leveling actions cease unless HQDA grants a waiver to continue. When directed, personnel and equipment move by organic and commercial transportation over pre-arranged routes and times to the MS. Personnel and equipment cross-leveling actions initiated at home station are completed upon arrival at the MS.

3.1.1 Moving Individual Soldiers to an Individual Deployment Site (IDS) or CONUS Replacement Center (CRC)

During Small Scale Contingency Operations (SSCO) and contingency operations under Presidential Selected Reserve Callup (PSRC), there will always be a requirement to deploy individuals, both military and civilian, to the theater to carry out specialized tasks.

For an SSCO, tasking for DoD civilians and military personnel flow through the chain of command. Access to reservists (Troop Program Unit [TPU], IMA and IRR) is achieved through temporary tour of active duty (TTAD) status. All orders require personnel deploying as individuals to report to an IDS or CRC for SRP and deployment to the theater.

During PSRC, the Army has the authority to mobilize RC TPUs, the Individual Ready Reserve Activation Authority (IRRAA), and IMAs involuntarily. The Defense Authorization Act of 1998 authorized establishment of the IRRAA. This is a category of the IRR who have volunteered for involuntary recall to active duty. Partial mobilization gives full involuntary access to the IRR. The flow diagram at Figure 18 depicts the orders processes used to identify and process individuals from all categories to the IDS/CRC for deployment during a PSRC. It shows IRR volunteering for assignment to a unit, mobilized as unit members, and then deployed as individuals. It also shows IRAAA mobilized as individuals. The same process would apply to all IRR after partial mobilization.

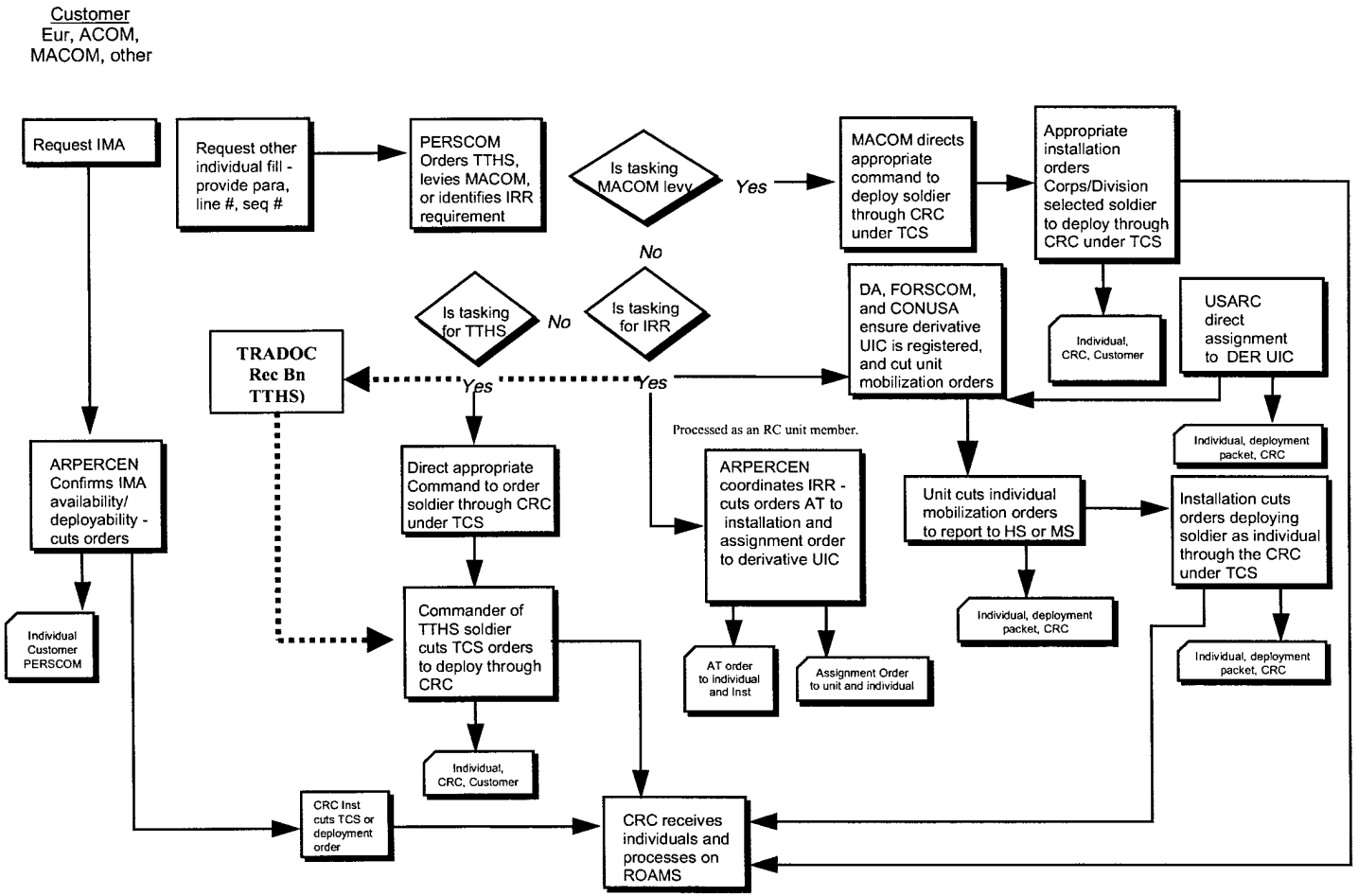
Whether mobilized under PSRC or Partial Mobilization, processing of the IRR is the same; all report to a TRADOC installation that has a Reception Battalion. They are processed for skill validation, appropriate training actions, and initiation of soldier readiness processing actions. When the soldiers' skills have been validated, TRADOC provides information on the soldiers as part of the Trainee, Transient, Holdee, and Student (TTHS) account. PERSCOM then orders these soldiers to an IDS/CRC to deploy against individual requirements, or for assignment to a deploying unit or a CONUS sustaining unit. IRR earmarked for deployment follow the same processing as the TTHS, as noted in Figure 18.

In the case of unit members and DoD civilians, the losing organization should complete soldier readiness processing requirements and initiate deployment packets. The IDS/CRC receives deploying individuals, validates SRP actions, coordinates resolution actions, and coordinates movement to the theater.

3.1.2 Premobilization Training

The objective of premobilization training is to produce a unit as proficient in its Mission Essential Task List (METL) as possible, thereby reducing the postmobilization training time required for deployment. Commanders will train their units to achieve established premobilization goals; the focus is platoon level for combat units, and company/battery level for CS and CSS units. When platoon level competencies have been demonstrated in those platoon collective tasks which support the company METL, units may then proceed to higher levels of training.

Premobilization training programs must achieve soldier Duty MOS (DMOS) qualification, and be balanced among personnel qualification, gunnery, maneuver, sustainment and survival skills, and leadership development. The unit chain of command is responsible for conducting training for units to the next lower echelon, and for assessing the training of units to the next two lower levels.



NOTE 1: The flow above depicts flow of IRR as it occurs today, requiring them to volunteer and mobilize as unit members. With the IRRAA, or Partial Mobilization, PERSCOM and AR-PERSCOM will have the authority to order individuals directly to a TRADOC installation, where they are managed as part of the TTHS account.

Figure 18. Individual Orders for Deployment as Individuals During PSRC

3.1.2.1 Combat Unit Premobilization Training Objectives

- Infantry and armor units will focus on platoon maneuver and crew gunnery proficiency during premobilization. All other combat units (field artillery, combat aviation, combat engineers, and air defense artillery) will train to company/battery level proficiency, at a minimum.
- Enhanced Separate Brigades will schedule and conduct lane training annually during both Inactive Duty Training (IDT) and Annual Training (AT). Enhanced Brigade armor and mechanized infantry battalions will fire a Tank Table VIII annually. Simulations and command and staff training will be accomplished as provided in FORSCOM/ARNG Regulation 350-2. Once the schedule for these events is determined, changes to these requirements must be approved by the chain of command and the appropriate CONUSA.
- ARNG divisions and separate armor brigades and battalions may complete Table VIII qualification biennially, if the commander determines the unit is prepared. Lane training will be scheduled during at least one IDT period annually, and during AT at least biennially.
- Maneuver brigades and ARNG divisions will train to the requirements set forth in FORSCOM/ARNG Regulation 350-2 and DA Pamphlet 350-38, using training principles articulated in FMs 25-100 and 25-101. Training readiness indications in the Unit Status Report (USR), results of the Training Assessment Model (TAM), and the view of the AC associated commander will be carefully weighed in the process of determining when the unit is ready to progress to the next higher level of collective training.

3.1.2.2 CS and CSS Premobilization Training Objectives

- CS and CSS units will train to company/battery/detachment-level proficiency during premobilization. These units may move to battalion-level collective training after attaining proficiency on those company METL tasks which support the battalion METL tasks. Proficiency will be adjudged by the AC associated commander in concert with the CS/CSS unit commander, and based on the unit's USR, TAM, and Operational Readiness Evaluation (ORE), as applicable.
- FSP units are subject to early deployment with minimal time for postmobilization readiness and training enhancement. Like the Enhanced Separate Brigades, FSP units will receive priority for Active Duty for Training (ADT) funds, equipment, recruiting, and personnel assignments; AC training support and readiness oversight; full-time support; school quotas; and other support. During premobilization, therefore, these units must be intensively managed to ensure that they have the resources and training support to be prepared for rapid deployment. FSP units must concentrate on soldier and unit collective tasks which ensure that the unit can accomplish its METL to standard with minimal postmobilization training time. Thus, these units will experience lane training at platoon level during at least one IDT and AT annually.
- The remaining RC CS/CSS units will have the opportunity to conduct some postmobilization training within defined deployment timelines. Commanders will establish priorities to ensure that they have the resources and support needed to meet their deployment timelines. They should concentrate on soldier and unit collective tasks that ensure the unit can accomplish its METL to standard with some postmobilization training. These units will experience lane training during at least one IDT and AT annually.

3.1.2.3 Summary

Even though combat units focus their training at platoon and crew level, and CS and CSS at company level, collective training must be constructed so that the entire organization operates as it would during wartime. The unit must conduct structured training and receive feedback on its ability to perform critical command, control, and sustainment functions. Lane training must replicate warfighting missions. (As an example, an armor battalion conducting tank crew qualification and tank platoon maneuver lanes during AT would support and control this training from a field configuration [e.g., with field and combat trains, a Unit Maintenance Collection Point, a functioning command post, combat and field trains, and logistics package operations].)

3.1.3 Mobilization Activities at Home Station

While at home station, the unit takes all necessary actions to speed its transition to active status. After administration, logistics, and training needs have been determined, the commander must prioritize and integrate the remaining requirements into a realistic activity list based on the time available. Due to anticipated congestion at the MS, emphasis should be placed on accomplishing as many items on the activity list as possible at home station.

Between alert and departure from home station, the unit continues with personnel processing, initiating and completing the actions required for the movement to the mobilization station. The following table highlights unit activities that are accomplished in the Alert and Activities at Home Station phases.

TABLE 5. ALERT/HOME STATION PHASE ACTIVITIES

ALERT ACTIVITIES	HOME STATION ACTIVITIES
Alert unit members	Assemble unit members
Order key personnel to duty	Perform administrative actions
Screen and update records	Dispatch advance party
Notify finance input station of unit status	Conduct specified training
Prepare for activities at home station	Prepare USR
Update Family Support Plans	Prepare training ammunition requisition
Review PTSR	Review MS support requirements
Prepare to inventory unit equipment	Transfer facilities and equipment not accompanying unit
Coordinate retrieval of equipment and update Automated Unit Equipment List (AUEL)/Unit Movement Plan	Conduct showdown inspection
Verify billeting and subsistence support	Prepare to move to the MS
Finalize supply and equipment shortages	

Attention must be devoted, as during peacetime, to the unit's training readiness. In this regard, the PTSR, USR, command readiness inspection reports, operational tests and evaluations, unit commander's METL, and informal evaluation and observation provide a good basis for determining the unit's training shortfalls.

3.1.4 Blocking, Bracing, Packing, Crating and Tie-Down Material (BBPCT)

Mobilized units identify necessary supplies and equipment which cannot be moved by organic means to the servicing Installation Transportation Officer (ITO). The ITO determines the commercial transportation requirements and either routes the equipment or submits a routine request to MTMC. The commercial carrier is responsible for moving equipment in the time frame specified by the ITO.

Units supply blocking, bracing and tie-down material for commercial rail movements. The carrier supplies tie-down material for commercial motor movement. Units will load equipment onto the commercial carrier's vehicles.

The remainder of the unit equipment and personnel are moved via organic vehicles.

Table 6 summarizes BBPCT responsibilities.

TABLE 6. BBPCT RESPONSIBILITIES

MOVEMENT REQUIREMENTS	BBPCT ASSESSMENT RESPONSIBILITY	PRESTOCKING PLANNING RESPONSIBILITY	IMPLEMENTING RESPONSIBILITY	NOTES
HS TO MS	UNIT COMMANDER	STARC/USPFO/DOL FOR ARNG; RSC/DRU FOR USAR	USPFO/DOL FOR ARNG; RSC/DRU FOR USAR	1,2,3,4
ECS/MATES/UTES NOT COLLOCATED WITH AN INSTALLATION	SITE COMMANDER WITH OWNING UNIT COMMANDER	SITE COMMANDER WITH ASSISTANCE OF USPFO/DOL OR SI	USPFO/DOL FOR MATES/UTES; SI FOR ECS	1,3,4
ESC/MATES/UTES COLLOCATED WITH AN INSTALLATION	SITE COMMANDER WITH OWNING UNIT COMMANDER	HOST INSTALLATION (SI)	HOST INSTALLATION (NO SEPARATE PRESTOCKING)	3,4
DEPLOYMENT	MS COMMANDER WITH OWNING UNIT COMMANDER	MS COMMANDER	MS COMMANDER	3,4,5

NOTES:
1. Movement may be planned direct to SPOE, rather than to MS.
2. SI responsible for planning if RSC/DRU lack capability.
3. Sources of material: SI/USPFO/DOL/DLA/Commercial.
4. Long lead-time items procured and pre-stocked. (Time in excess of 14 days)
5. Assessment based on support for first 30 days of movement.

3.1.5 Family Assistance

Current guidance in AMOPES and FORMDEPS directs that active installations and STARCs share responsibility for family assistance regardless of service or component. Additionally, the USARC has recently created Family Readiness Coordinators in the Regional Support Commands and Groups to provide support to USAR families.

Representatives from active, reserve, and national guard elements of all services meet regularly in each state to develop and coordinate interservice family support plans for power projection operations. This planning maximizes the efficient use of family support personnel, while ensuring effective family assistance to all eligible families.

The intended effect of these combined programs is to provide the most effective premobilization soldier and family readiness preparation, and postmobilization family assistance.

Figure 19 below depicts these programs.

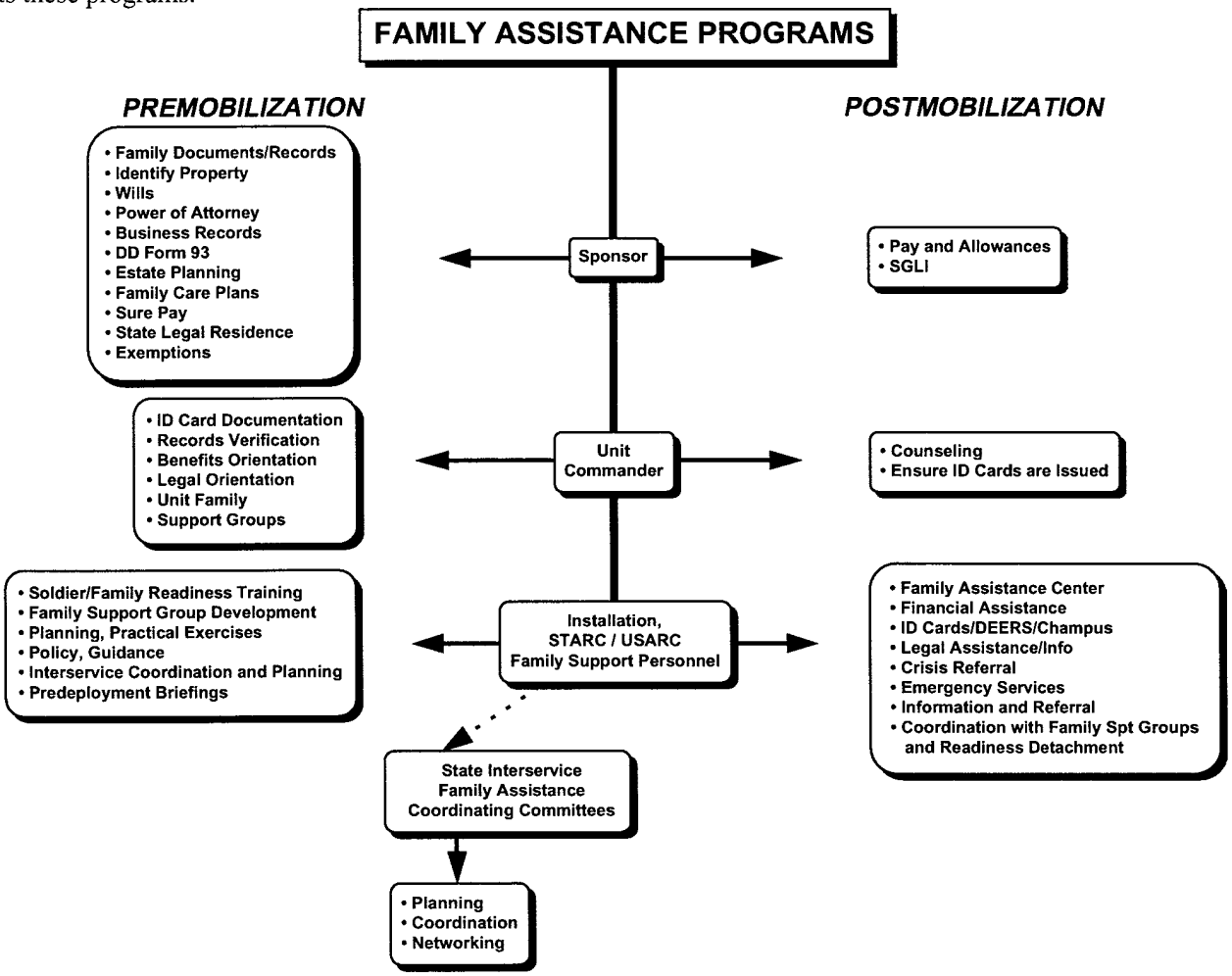


Figure 19. Family Assistance Programs

3.1.6 Public Affairs

During all phases of mobilization and demobilization, both internal and external audiences will want to know what is taking place. No matter how closely operations are held, rumors will circulate and commanders and public affairs officers (PAOs) must be prepared to respond.

The initial announcement of RC mobilization and transition to active duty will be made by DoD at F+19 or earlier, and only afterwards may installations and individual units release information. Further, the information released must be consistent with public affairs guidance and security requirements.

Coordination with the FORSCOM Directorate of Public Affairs (DPA) is required when the following activities may have regional or national interest.

- News briefings and conferences
- VIP visits
- Reports of nonroutine accidents and incidents

Pre-scripted public affairs guidance is contained in FORMDEPS (FORSCOM Regulation 500-3-1, Annex F). This guidance will be used until competent higher authority provides further guidance.

The following are major PAO responsibilities:

- Keep the commander informed. Explain what issues are of concern to soldiers, to their families, to the civilian workforce, and to the public.
- Advise the commander how best to meet command information and public information needs. The commander must talk to the troops and should talk to the news media.
- Practice operational security (OPSEC). Proposed releases, statements, news queries, and other actions which do not fall within the guidelines established by public affairs guidance and OPSEC, will be forwarded to higher headquarters for approval.

3.2 Postmobilization Activities

Postmobilization activities are marked by an increased intensity of effort in a wide range of areas, as depicted in Figure 20.

RECREATION KITS

Company and battalion commanders, with guidance from civilian Morale, Welfare, and Recreation (MWR) personnel developed detailed lists of MWR equipment and supplies to support unit level recreation programs and activities. Requirements include such items as athletic equipment, recreational items and small game kits. Items for kits must be purchased with mission money. These items are part of the basic load. Commanders must include shipment with the headquarters lift plan. PPPs/PSPs do not provide MWR kits for mobilizing RC units. RC unit commanders must ensure acquisition of MWR kits is completed during the planning or alert phase of mobilization.

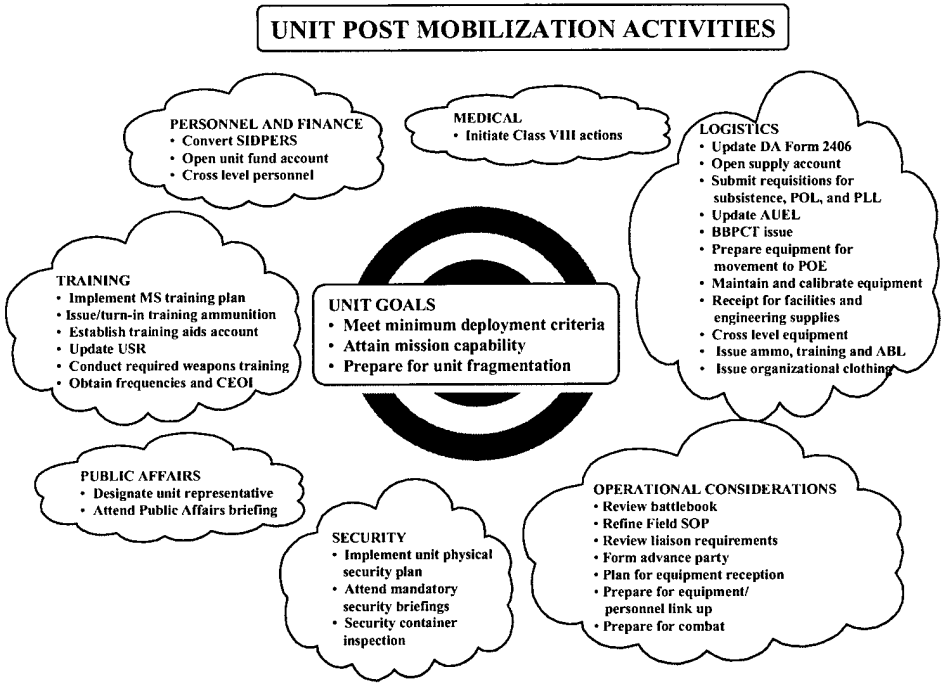


Figure 20. Postmobilization Activities

3.2.1 Power Projection and Support Platforms

The former 38 mobilization stations have been reduced to 27 and redesignated. Fifteen of these are Power Projection Platforms, and the remaining 12 are Power Support Platforms. The former were selected based on their collective capacity to mobilize and deploy the designated units of the Major Contingency and Rapid Regional Response Forces, and 100% of the designated FSP units. The latter will perform TRADOC's training base expansion mission, mobilize individuals, serve as the initial mobilization station for certain ARNG enhanced separate brigades prior to postmobilization training, and assist PPPs during mobilization. Figure 21 shows the locations and designations of these installations.

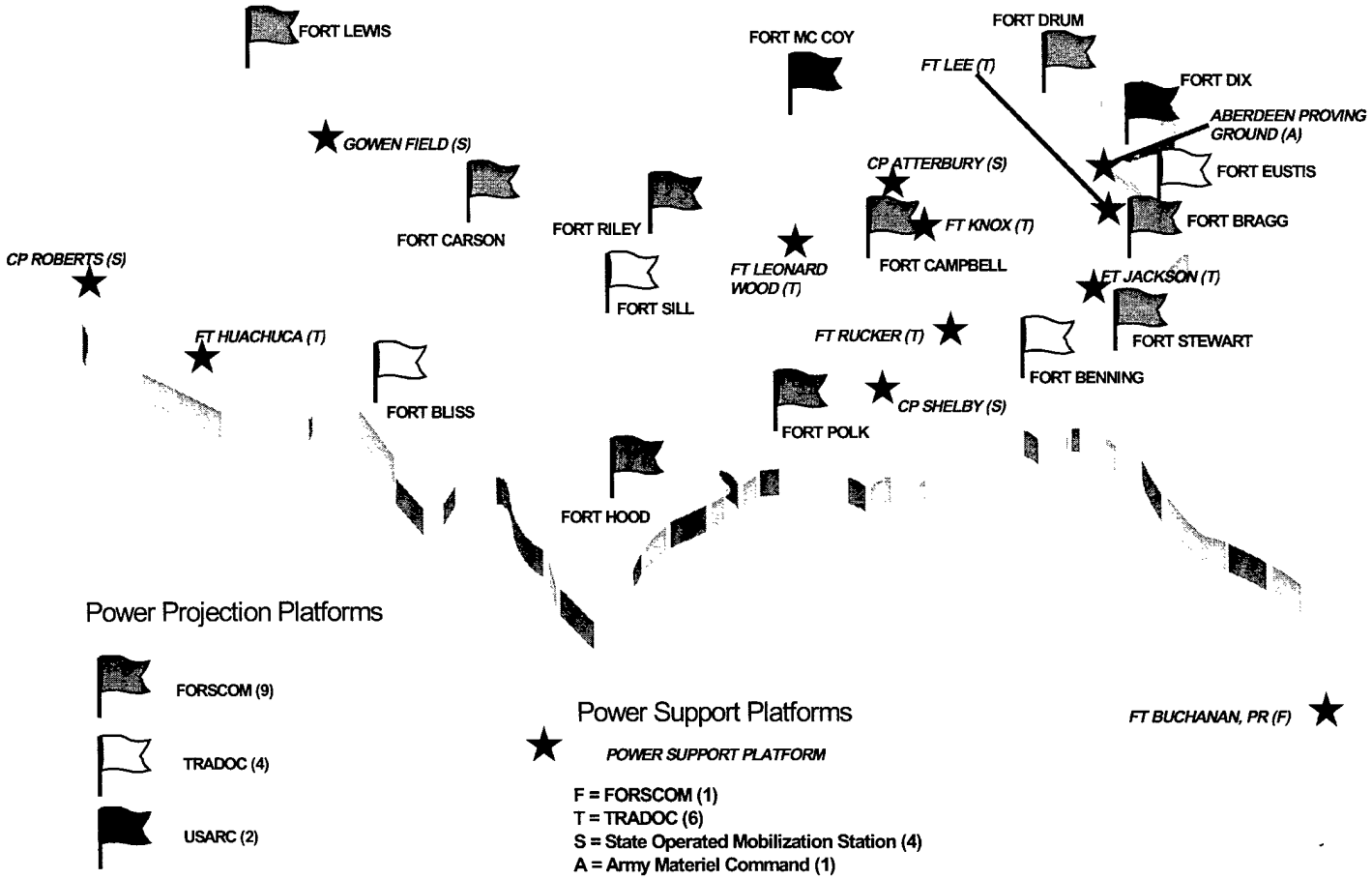


Figure 21. Configuration of Power Projection and Support Platforms

3.2.1.1 USAR Garrison Support Units

The previous US Army Reserve Garrisons have evolved into smaller, more flexible GSUs. They augment the staffs of the installations with which they are aligned, and perform other tasks as assigned. Prior to the Power Projection-FAA, 21 GSUs were assigned to various installations. These USAR units were formed in response to the requirement identified during Operation Desert Shield to provide early augmentation to installations.

The FAA validated the requirement for this type of installation support, and also recommended that the GSUs be aligned with the proposed PPPs. As a result of FORSCOM's Army-wide evaluation of the Power Projection Process, the USARC aligned 15 GSUs with the 15 designated PPPs and one PSP. This was documented during Jan-Mar 97 with an EDATE of 980616. In Mar 97, FORSCOM established a GSU Process Action Team (GSUIPAT) that established a core structure for the finance, military police and Staff Judge Advocate functional areas to support mobilization and deployment missions. This was documented during Jan-Mar 98 with an EDATE of 000116.

GSUs are organized around the requirements of the supported PPP. All are slightly different, varying according to the installation requirements at the time the manpower study was conducted.

The following tables show the location, organization and alignment of the GSUs.

TABLE 7. GSUs ALIGNED WITH POWER PROJECTION PLATFORMS

INSTALLATION	PROPOSED GSU	HEADQUARTERS LOCATION	AUTHORIZED STRENGTH
Fort Benning	2145th	Nashville, TN	173
Fort Bliss	5035th	El Paso, TX	117
Fort Bragg	2125th	Decatur, GA	327
Fort Campbell	3397th	Chattanooga, TN	236
Fort Carson	5025th	Ft Carson, CO	296
Fort Dix	1079th	Fort Dix, NJ	260
Fort Drum	1215th	Willow Grove, PA	179
Fort Eustis	2174th	Salem, VA	274
Fort Hood	4003d	Oklahoma City, OK	329
Fort Lewis	2122d	Ft Lewis, WA	317
Fort McCoy	6015th	Forest Park, IL	347
Fort Polk	4013th	Bossier City, LA	296
Fort Riley	6025th	St. Louis, MO	245
Fort Sill	5045th	Fort Sill, OK	138
Fort Stewart	3220th	W. Palm Beach, FL	350

TABLE 8. GSUs ALIGNED WITH POWER SUPPORT PLATFORMS

INSTALLATION	GSU/ISU	LOCATION	AUTHORIZED STRENGTH
Aberdeen Proving Ground			
Fort Buchanan	65th ARCOM	Fort Buchanan, PR	
Camp Atterbury			
Camp Shelby			
Gowen Field			
Fort Lee			
Camp Roberts	PSP	San Jose, CA	99
Fort Jackson			
Fort Knox			
Fort Rucker			
Fort Leonard Wood			
Fort Huachuca			

3.2.2 Activities at the PPP/PSP

Arriving unit advance parties receive MS processing guidance, identify and coordinate their unit's administrative, personnel, logistical and training support, and meet arriving convoys to facilitate MS processing. At the installation, all actions needed to bring the mobilized unit to full mission capability and deployable status are accomplished. Among these actions are Soldier Readiness Processing, cross-leveling of personnel and equipment, necessary individual and unit training, validation, and preparation for movement to the POE.

3.2.2.1 Soldier Readiness Processing

SRP is a particularly critical activity, for it assesses and ensures the individual's readiness for deployment. As depicted in Figure 22, a wide range of functional areas are included in the processing.

The Army has made considerable progress in standardizing and streamlining SRP processes. Both AR 600-8-101 and DA Pam 600-8-101 are being updated. Results of the FORSCOM 1996 Process Action Team are being included in the updates. The standardized SRP checklist is available as a DA Test Form 600-8-101. A copy can be retrieved from the

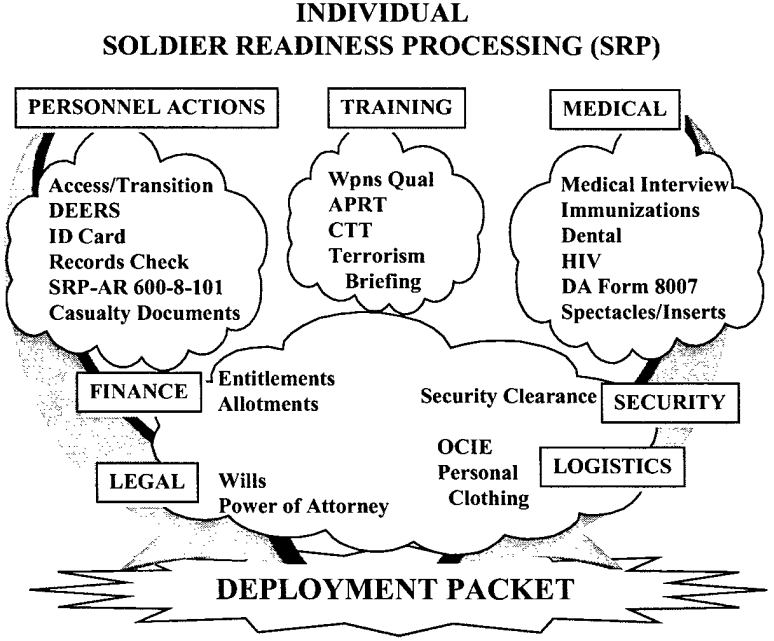


Figure 22. Individual Soldier Readiness Processing

DA DCSPER Home Page, www.odcsper.army.mil, click on the information index and then IRD checklist. The form is also available electronically in the FORSCOM-developed Mobilization Level Application Software (MOBLAS). Use of the automated capabilities within MOBLAS to streamline SRP for AC and RC soldiers and deploying civilians is encouraged.

3.2.2.2 Postmobilization Training

An initial assessment of arriving units is based on the updated PTSR, USR, and TAM, personnel and equipment status, available training evaluation reports, observation of the unit, and an interview with the unit commander.

AMOPES assigns major RC combat units a specified number of training days (TD) needed to attain minimum deployability status. These TD consider the size of the unit, crew training status, USR training rating, and Annual Training evaluation. By contrast, CS and CSS units are assigned generic postmobilization training days in MPES, by type unit. These may be modified upon plan execution to meet the needs of the operation in progress.

Postmobilization training will be conducted on identified premobilization training deficiencies. Units will train to the level at which they are organized, and will demonstrate a capacity for conducting sustained combat operations.

Weapons standards and qualification will be conducted in accordance with DA Pamphlet 350-38. Lane training will be conducted, oriented on the units' METL. Command and control and Battlefield Operating System (BOS) synchronization training will be conducted for battalions and brigades. Finally, the training should include an externally-evaluated Command Post Exercise (CPX) or Command Field Exercise (CFX), before progressing to a Field Training Exercise (FTX).

3.2.2.3 Mobilization Assistance Teams

The CONUSA attaches a MAT to each MS to assist in the validation process. Generally, the MAT consists of personnel from the Training Support Brigades (TSB), but each is tailored specifically to evaluate those type units mobilizing at a particular installation.

MAT PROCESS

- Team of qualified personnel drawn from installation staff, TSB, USARC and CONUSA assigned personnel.
- Interview with unit commander.
- Spot checks.
- Review of personnel, equipment and training preparedness.

MAT RESPONSIBILITIES

- Report to MS when directed by CONUSA.
- Meet with incoming units to determine current readiness status and plan training to be conducted at MS.
- Assist installations and RC units with training and support at the MS.
- Provide soldier, equipment, and training assessment on mobilizing units.
- Participate in deployment validation.

Figure 23 depicts a typical MAT organization.

While the MAT can determine functional areas and resources requiring improvement, *responsibility for bringing the unit to mission-capable status remains with the unit itself and the commander of the PPP or PSP.*

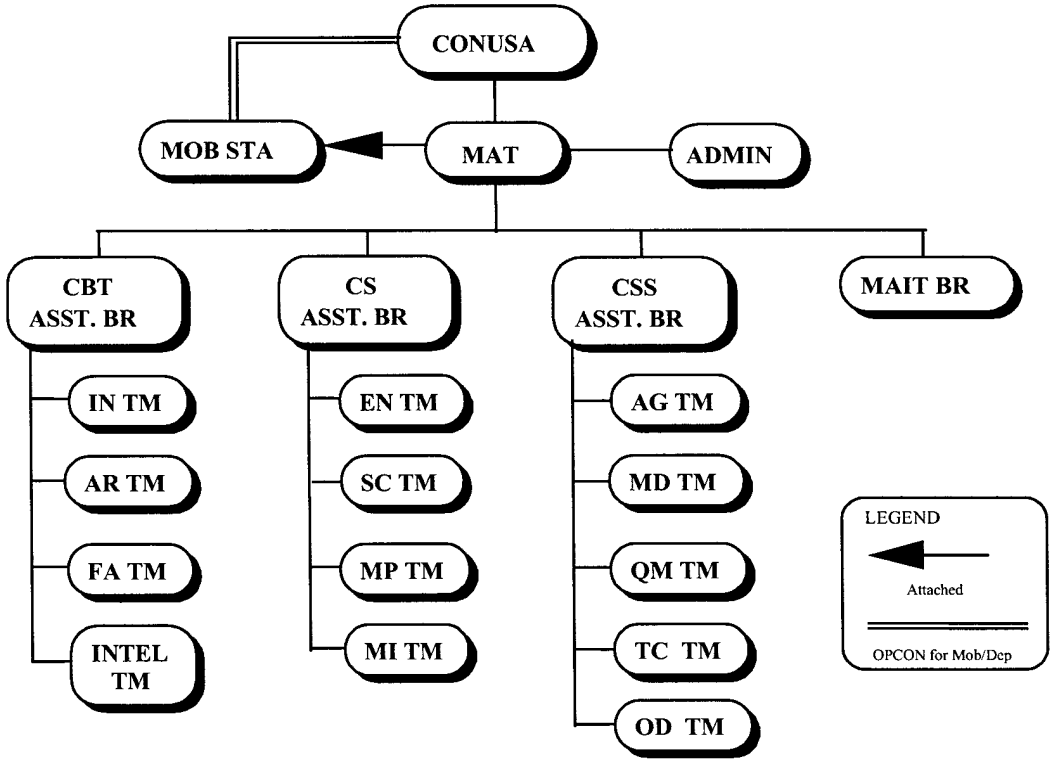


Figure 23. Generic MAT Organization

3.2.2.4 Combat Unit Postmobilization Training Objectives

Normally, collective training through company level will be conducted at the MS, employing lane training oriented on the unit's METL. Training through brigade level may take place at a separate training site, providing a training experience similar to that of a Combat Training Center (CTC) rotation. Armor and mechanized units will successfully complete Table XII for Bradley and tank platoons.

A illustrative laydown of Enhanced Separate Brigade postmobilization training, organized in stages, is presented at Figure 24.

3.2.2.5 CS and CSS Unit Postmobilization Training Objectives

CS and CSS units will correct established premobilization deficiencies, and will train to the level at which they are organized.

3.2.3 Validation

Validation is the certification that the unit's soldiers, equipment, and training readiness meets established criteria for deployment to a combat theater. The planned minimum criteria for deployment are established in AMOPES and agreed to by the supported CINC, supporting CINC, Department of the Army and FORSCOM. The requirements of the theater CINC can, however, result in modification of the planned criteria.

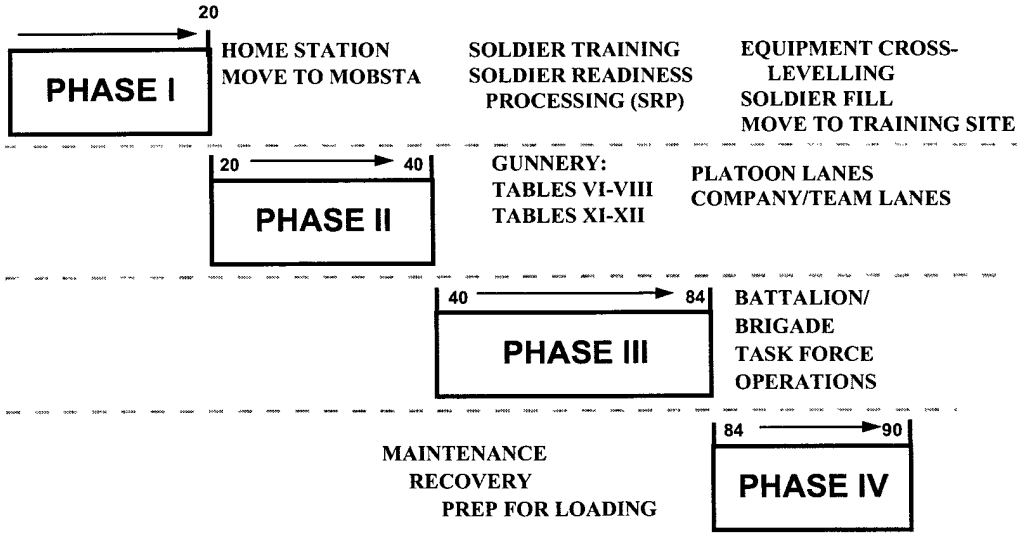


Figure 24. Enhanced Separate Brigade Postmobilization Training Program

The following paragraphs summarize major aspects of validation.

VALIDATION

All deploying units must be validated. Validation is an ongoing command function during premobilization and is the process by which all deploying AC and RC units are evaluated in the areas of personnel, logistics, and training. Its purpose is to give deploying units a final examination to determine the unit's capability to perform its assigned wartime mission when it is scheduled to deploy. Validation also ensures that a unit not capable of meeting the minimum deployability criteria is fixed in time to meet TPFDD requirements, is replaced by another unit, or is deployed "as is," with the concurrence of the supported CINC.

CONSIDERATIONS

- Validation procedures are established by FORSCOM. The corps validate corp units. CONUSA validate non-corps affiliated AC units and RC units through the installations and MATs.
- US Army Medical Command provides technical guidance for validating deploying medical units.
- Validation is reported via the Mobilization/Operations, Deployment, Employment and Execution (MOBODEE) system.
- Efforts to improve a non-validated unit continue.
- USASOC provides technical guidance for validating/deploying SOF units.

VALIDATION AUTHORITY

IAW FORSCOM Reg 500-3-1:

- Mobilization station commanders will validate FSP and other RC units for deployment. The FORSCOM commander reserves authority to validate Enhanced Brigades, separate brigades, and ARNG divisions, based on the evaluation and recommendations of the respective CONUSA commander and commander of the CTC, as appropriate.
- General Officer CS and CSS commands will be validated by the CONUSA commander. Mobilized units other than General Officer commands will be validated for deployment by the commander of the MS.

3.3 Deployment

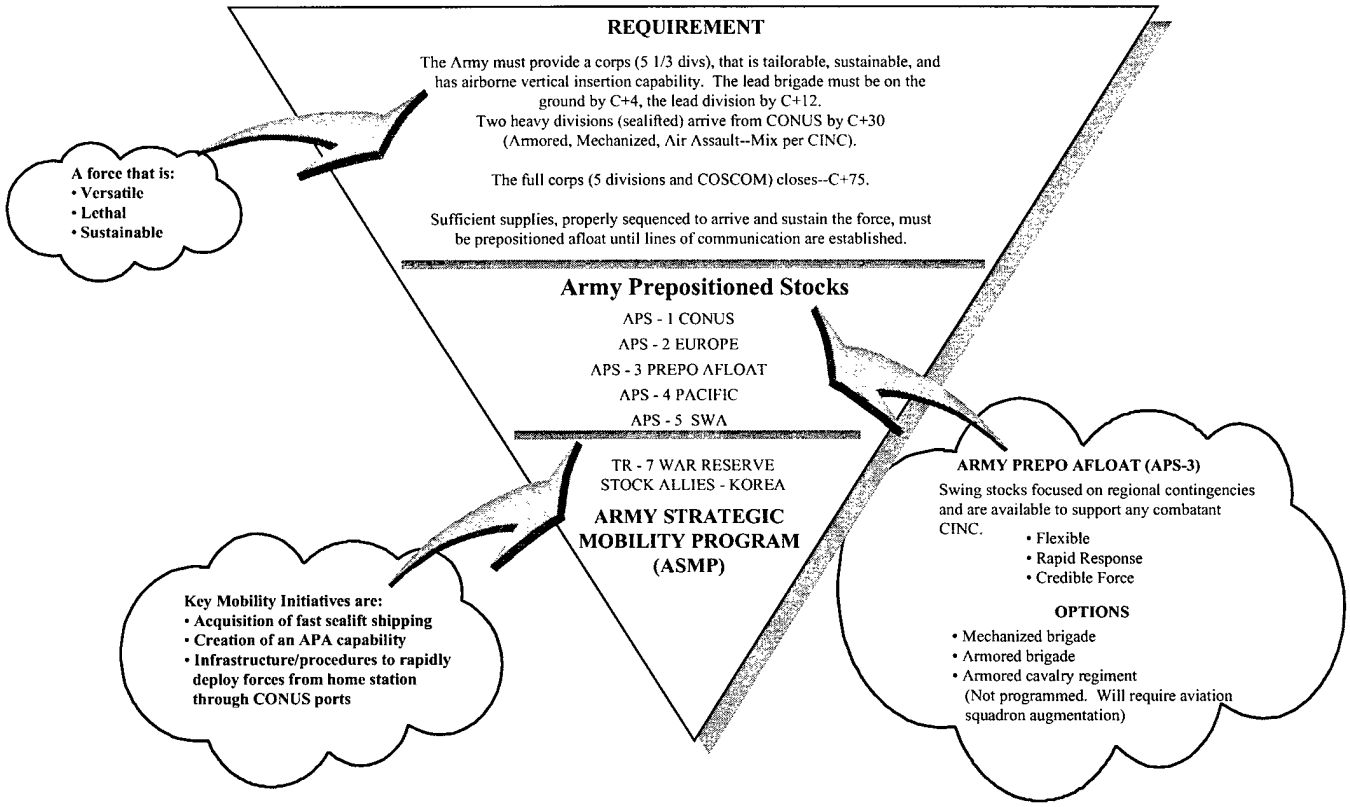


Figure 25. Army Force Projection

3.3.1 The Army Strategic Mobility Program

The ASMP is a comprehensive effort to ensure that deployment is conducted effectively, and functions as a seamless part of the power projection capability. The ASMP's major principles are outlined in the following paragraphs, and the strategic lift concept on which it is based is depicted in Figure 26.

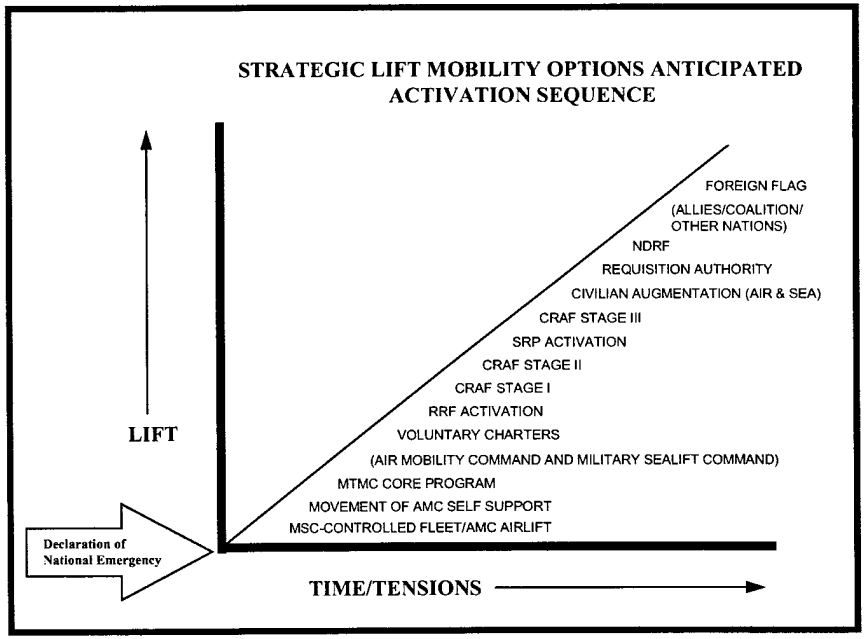


Figure 26. Strategic Lift Mobility Options—Anticipated Activation Sequence

ASMP SUMMARY

World events have dictated a new mobility-oriented military strategy compatible with CONUS-based forces, rapid deployment, and regional focus.

Based on National Defense crisis response policy, the Army has developed the Strategic Mobility Program focusing on power projection and strategic agility.

The Army position calls for a corps of five divisions that is tailorable; sustainable; and with airborne, vertical insertion capability to rapidly deploy anywhere in the world by C+75. (NOTE: A corps includes a cavalry unit, thus 5 1/3 divisions).

The lead brigade must be on the ground by C+4, the lead division by C+12, two armored/mechanized divisions from CONUS by C+30, and the full corps and COSCOM by C+75.

Sufficient supplies, properly sequenced to arrive and sustain the force until sea lines of communication are established, must be prepositioned afloat.

The ASMP is founded on strategic/tactical flexibility, surge air/sea lift, afloat prepositioning, and strategic infrastructure.

DA DCSLOG is the proponent for the ASMP Management Plan developed to implement the ASMP throughout the Army.

Funding of $3.1 billion is currently allocated in the FY 00-05 POM in support of ASMP requirements. The installation deployment infrastructure MCA projects at the Power Projection Platforms should be funded by FY 03.

3.3.2 Key Deployment Information

The following six tables and figures provide an overview of strategic lift capabilities, and present information which is key to effective deployment planning and execution.

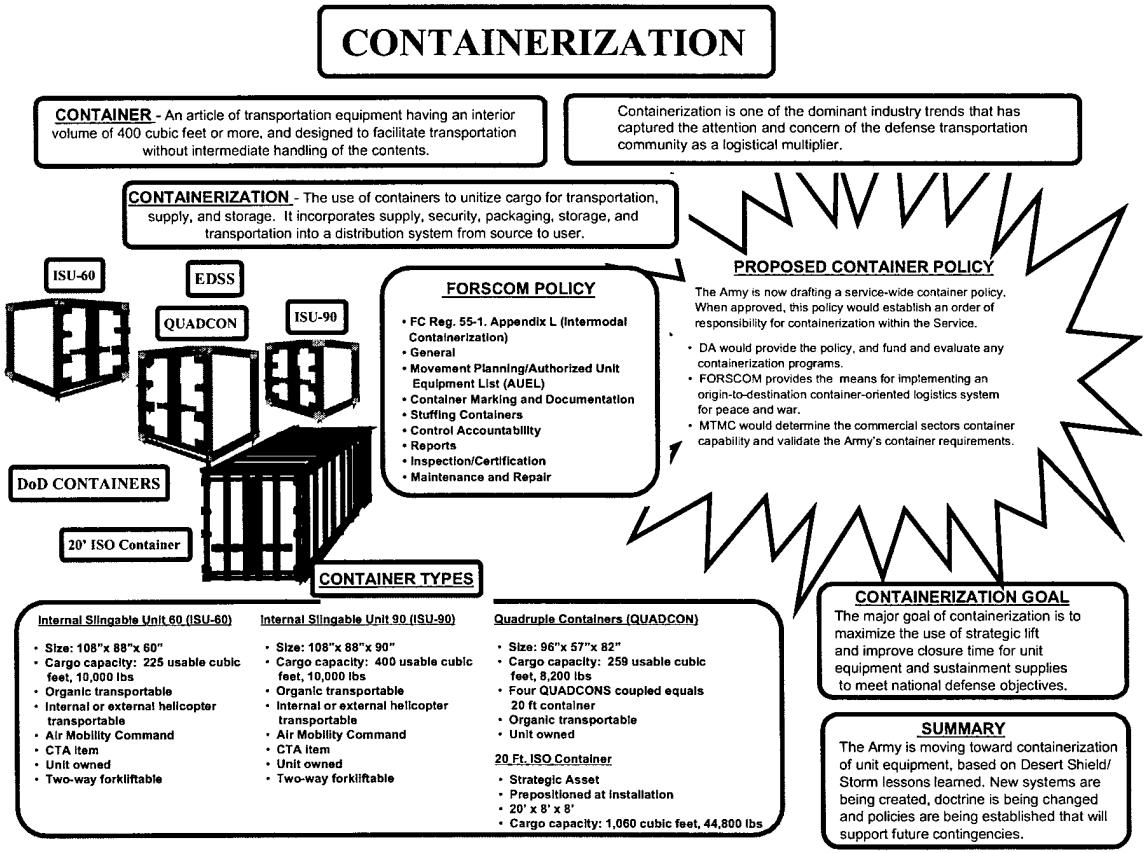


Figure 27. Containerization

TABLE 9. STRATEGIC SEALIFT ASSETS

STRATEGIC SEALIFT ASSETS				
	DRY	**TANKER**	**PASSENGER**	**TOTAL**
MSC FORCE	**46**	**10**	**0**	**56**
FAST Sealift Ships	8			
Large Medium-Speed RO/RO (Note 1)	6			
MPS	13			
Aviation Support	2			
Prepo USNS		1		
Prepo US Charters	11			
Prepo RRF (Tendered to MSC)	1	2		
RRF (Tendered to MSC)	2			
Other US Charter	5	7		
READY RESERVE FORCE	**76**	**8**	**2**	**86**
Aux Crane Ship	9			
Breakbulk	28			
LASH	4			
Seabee	3			
RO/RO	29			
COMBO	1			
US PRIVATE (Less MSC Charter)				
TOTAL	**10**	**104**	**1**	**115**
NATIONAL DEFENSE RESERVE FLEET (Less RRF)				
TOTAL	**32**	**9**	**3**	**44**

TABLE 10. CIVILIAN RESERVE AIR FLEET (CRAF) AIRCRAFT AVAILABILITY

Flight Segment	Aircraft by Stage			Passenger (MPM)			Cargo (MTM)		
	I	II	III	I	II	III	I	II	III
Domestic Services			49			7.93			
Alaska		6	6					0.28	0.28
Short-Range Int'l Passengers		13	76		1.97	11.51			
Short-Range Int'l Cargo		14	14					0.45	0.45
Long-Range Int'l Passengers	47	116	254	21.75	61.85	114.53			
Long-Range Int'l Cargo	41	115	174				5.7	14.08	19.51
Aeromedical Evacuation		19	19		7.56	7.56			

Authority: CINCTRANS may activate all three stages upon approval of SECDEF.

Aircraft Types: Domestic Services: B-727, B-737, MD-80
Alaska: DC-6, B-737, L-100
Short-Range Int'l: B-727, B-737, DC-9, MD-80, L-100
Long-Range Int'l: A-300, B-747, B-757, B-767, DC-8, DC-10, MD-11, L-1011

Aircraft Availability May Vary Daily. Totals Include Previous Stage(s).

Data as of January 1, 1996.

NOTE: (1) Governing Regulation AMC 55-8 soon to be republished as AMC Instruction 10-402.
(2) Authority Provided Under Public Law 85-804 and Executive Order 10789 for CRAF.

STRATEGIC LIFT ASSETS
AIR

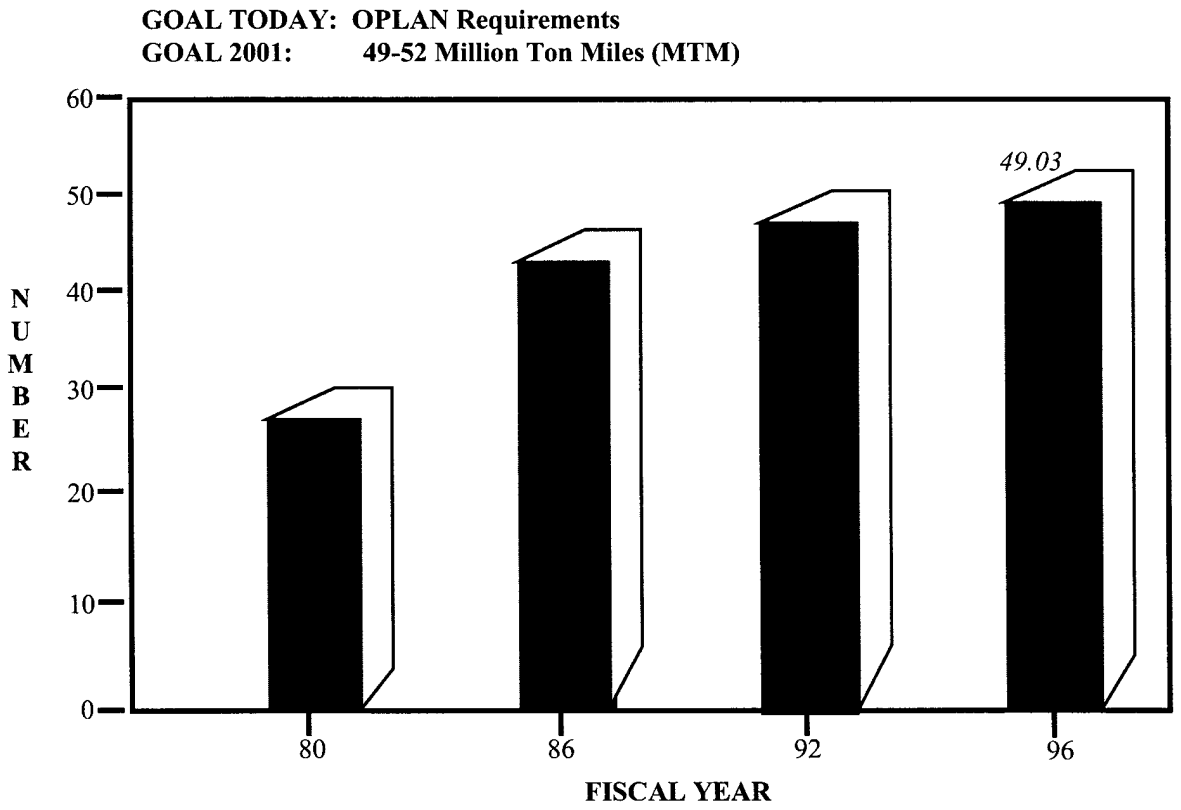


Figure 28. Strategic Lift Capabilities—Air

AIRLIFT ACTIVATION PROCESS

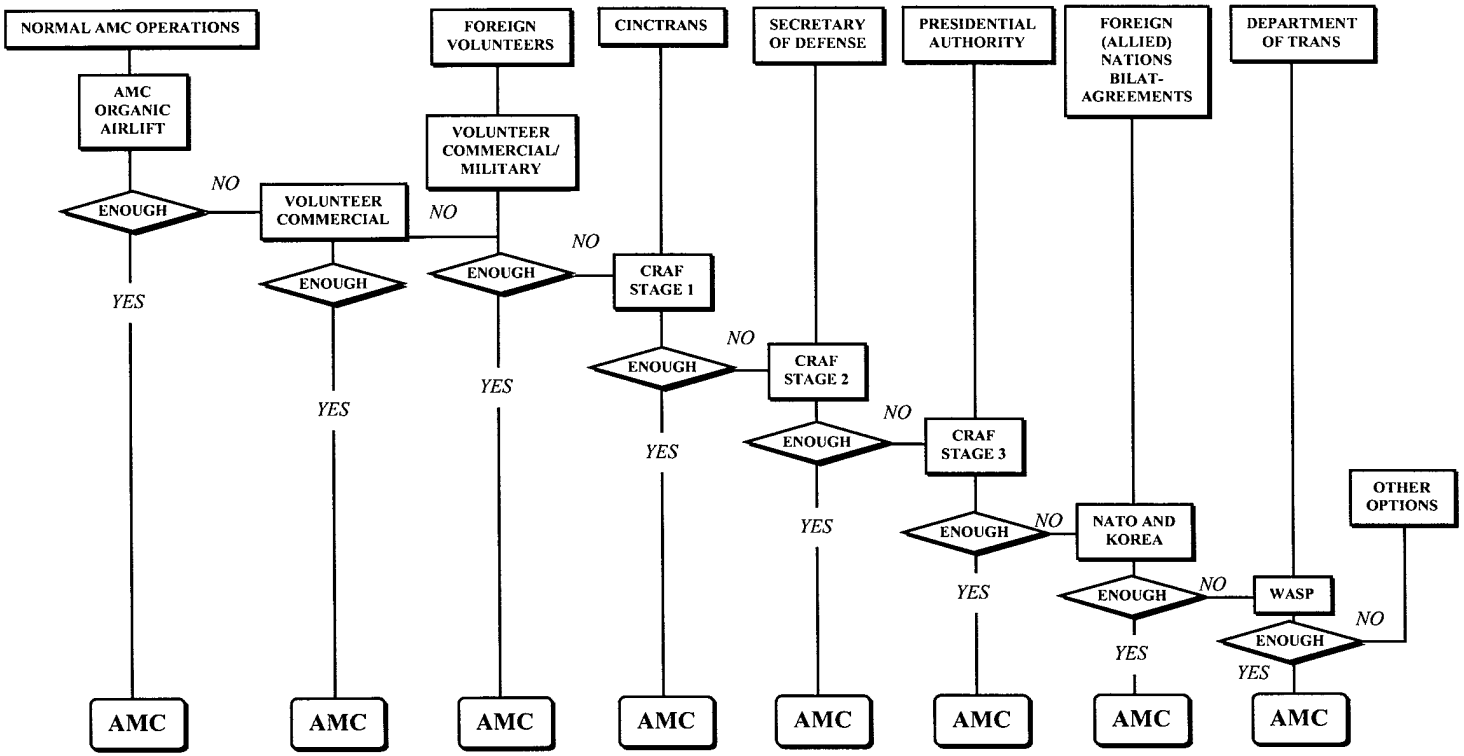


Figure 29. The Airlift Activation Process

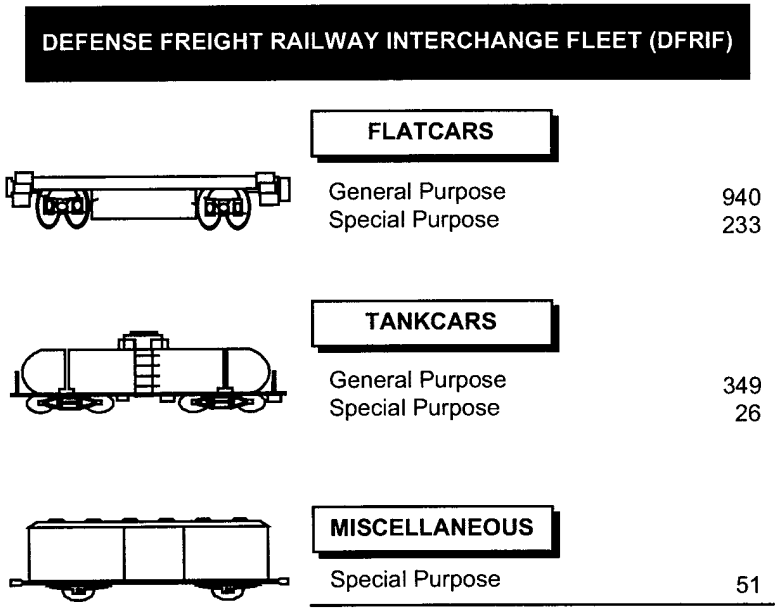


Figure 30. The Defense Freight Railway Interchange Fleet

3.3.3 Installations Deploy the Force

One of the key principles identified in the Power Projection FAA was the fact that installations and garrison staffs are the primary enablers for preparing and deploying the force. Specifically, they must:

- Modernize infrastructure and maintain a power projection capability that will meet the two-MTW national strategy.
- Provide the necessary trained personnel to prepare and deploy the force.
- Plan for rapid augmentation to meet surge requirements.
- Mobilize, prepare, and deploy follow-on forces.
- Continue routine base operations (BASOPS) at required levels, while accomplishing deployment and mobilization operations.
- Be prepared to execute mobilization and deployment operations without the benefit of borrowed military manpower drawn ordinarily from tenant organizations.

During Operation Desert Storm, installations had the luxury of larger budgets, more manpower and an Army sized to fight global war. This changed with the demise of the Soviet Union, and became more complex and demanding with a dramatically increased operational tempo (OPTEMPO), the continuing potential for two MTWs, and military and civilian force reductions. Installations have become more dependent on their large tenant organizations not only to provide borrowed military manpower, but also to man and operate key deployment nodes on the installation. Additionally, facilities funding has been reduced to levels that cause increased competition between deployment facilities and those that are dedicated to training and quality of life.

When a major regional contingency begins, tenant units, along with their expertise, may not be available, as they will have deployed. In addition, installations will face higher demands as reserve components mobilize and prepare for deployment, especially when AC tenants and mobilizing RC units overlap during early operations.

Thus, to successfully execute their power projection missions, installations must:

- Identify RC support required to meet surge operations.
- Train with those reserve units and soldiers during exercises and routine deployments to ensure that the garrison team is ready to conduct sustained operations.
- Modernize and integrate information technology designed to lessen the impact of lower full-time manning levels.
- Plan for and program mobility enhancements.
- Dedicate training for key individuals required to operate deployment nodes once the tenant units deploy.

3.3.3.1 Facilities Reuse

The rapid response of force projection dictates that facilities available to support an operation are those existing at the time the operation commences. Maximum use of all facilities is therefore an absolute necessity. Deploying units must vacate all barracks, and administrative and related facilities to provide space for mobilizing individuals and/or units. During peacetime unit deployments, such as emergency deployment readiness exercises (EDRE), units practice procedures for cleaning barracks, inventorying and storing personal items in a portion of the facility, and preparing the facilities for succeeding occupants. For actual deployment situations, additional existing facilities, such as service clubs or gymnasiums where latrines and shower facilities are located, are converted to barracks and provided to incoming units.

FACILITIES REUSE POLICY

- Facilities for Follow-On Units
- Existing Facilities = Available Facilities
- FORSCOM Policy Letter, dated 14 March 1996
- Brigade commanders establish procedures
- Units maintain the plan
- One week notice
- Practice during EDREs
- Inventory and store personal items
- Families remain in government quarters

Family housing is not a mobilization housing asset. Unless deploying units have a permanent change of station in conjunction with the deployment, family members of deploying sponsors remain in family housing in accordance with Army Regulation 210-50.

3.3.4 Military Traffic Management Command's Deployment Support Command

Military Traffic Management Command's Deployment Support Command (DSC), headquartered at Fort Eustis, Virginia, helps deploy and sustain America's fighting forces in times of peace or crisis, ensuring military cargo arrives rapidly and safely wherever needed. The DoD and other customers can count on the DSC's transportation professionals – active and reserve military, DA civilians, and the command's commercial transportation industry partners – to support the warfighter by delivering professional, efficient, and timely surface transportation services whenever needed...Anytime, Anywhere.

3.3.5 The USAR Deployment Support Brigades (DSB)

Deployment Support Brigades (DSB) are USAR units assigned to the MTMC, and organized to provide documentation, loadout assistance, and linkage between the installation and the SPOE. They are employed in small Deployment Support Teams (DST) of six personnel each; the brigades' overall organization structure is shown in Figure 31.

The DSBs are employed at installations and focus their energies on the deploying units. DSBs assist in the planning and execution of equipment staging and outloading for surface movements.

The CG FORSCOM and CG MTMC approved the DSBs' alignment with PPPs. Training relationships and liaisons between DSBs and PPPs were completed during the summer of 1996.

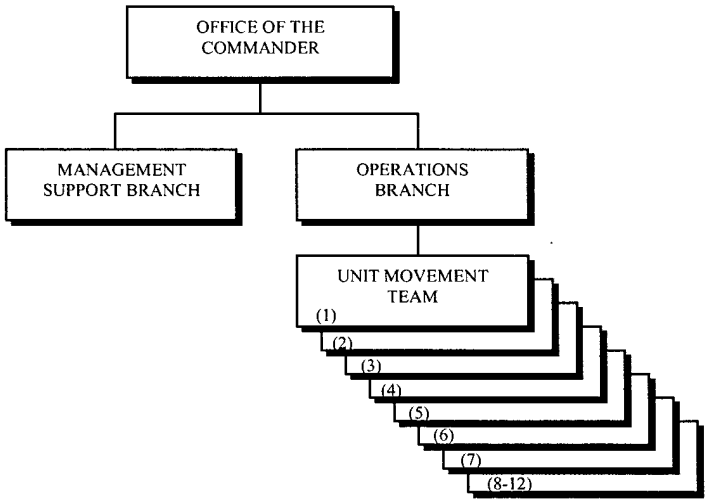


Figure 31. DSB Organizational Structure

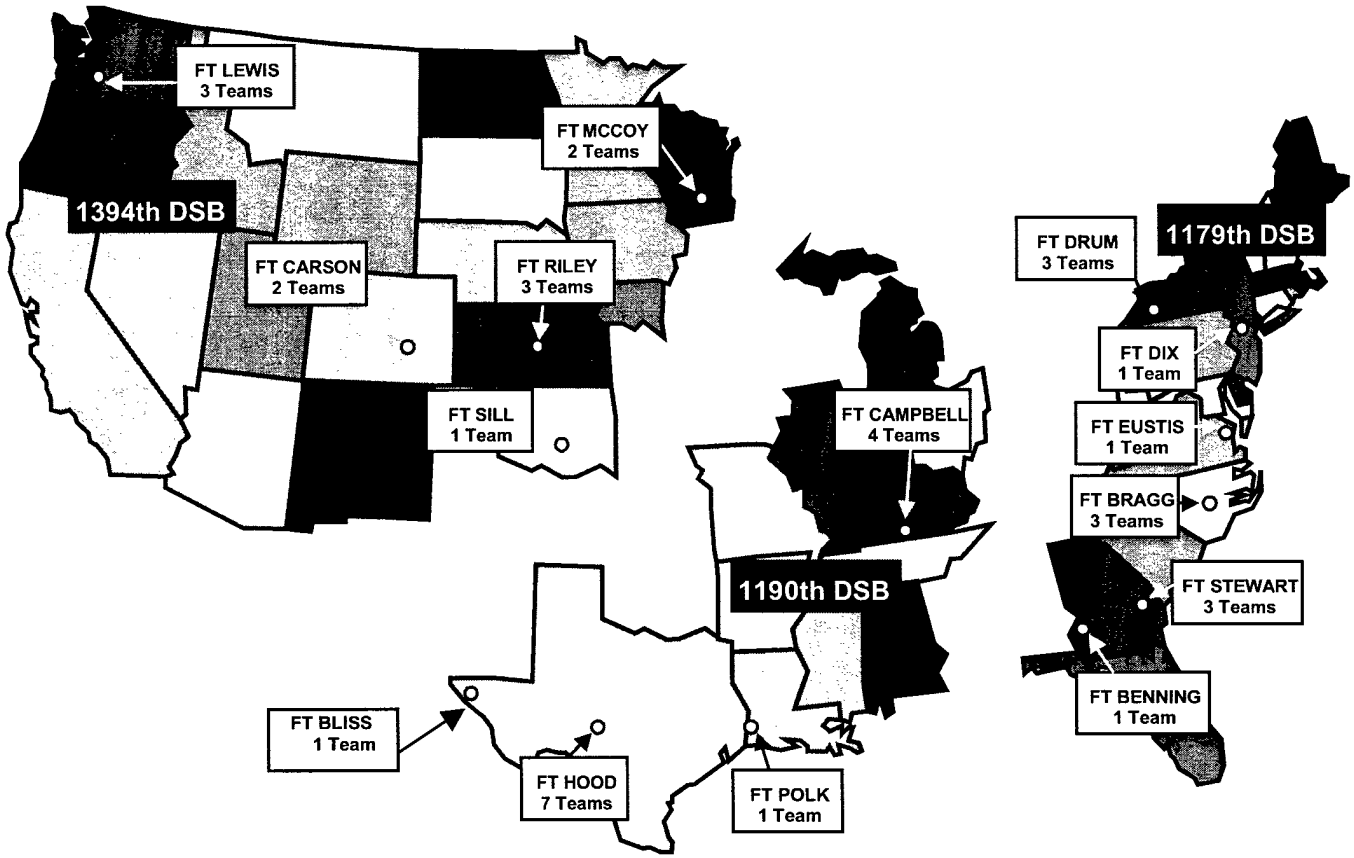


Figure 32. Locations, Number, and Alignments of DSBs

3.3.6 The Global Command and Control System (GCCS)

GCCS is the primary automated system with which commanders and staff can plan, execute and monitor all types deployment operations, both real world and exercise. GCCS is available to the entire Joint Planning and Execution Community (JPEC).

GCCS applications, such as Requirements Definition and Analysis (RDA), Scheduling and Movement (S&M) and Ad Hoc Query (AHQ), each address specific functionalities within the system.

As a continuous upgrade to system capabilities, RDA and AHQ will be replaced in the near future by the Joint Editing Tool (JET) and Rapid Query Tool (RQT), respectively.

Figure 33 depicts the current interconnections for transfer of information during contingency operations.

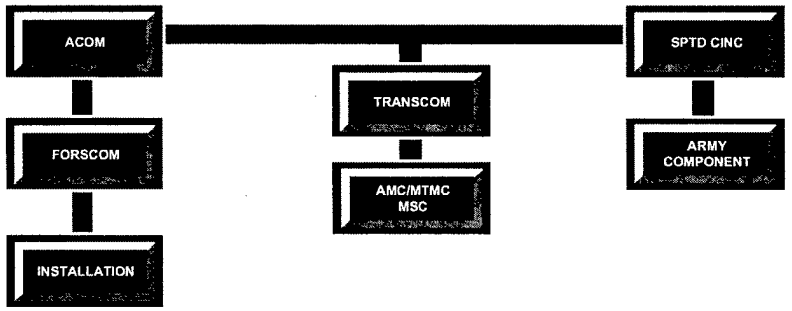


Figure 33. Current GCCS Interconnectivity for Contingency Operations Information

3.3.7 Departure/Arrival Airfield Control Groups

The D/AACG, which is constituted from the installation staff, coordinates and controls outloading of units for deployment. Figure 34 depicts a typical D/AACG organizational structure.

D/AACG assignments during mobilization and deployment are shown in Table 11. However, airfields other than those listed could be designated as onload points to meet particular requirements. In this event, DACG responsibilities will be assigned in accordance with FORSCOM/ARNG Regulation 55-1, and will be commensurate with the workload already placed on the installation.

Installations requesting changes to APOE assignments should submit requests to FORSCOM/AFOP-OCS. FORSCOM will review and forward the requests to USTRANSCOM/TCJ5-D who will coordinate with AMC for approval. Once approved, TRANSCOM will notify FORSCOM and FORSCOM, in turn, will notify the installation.

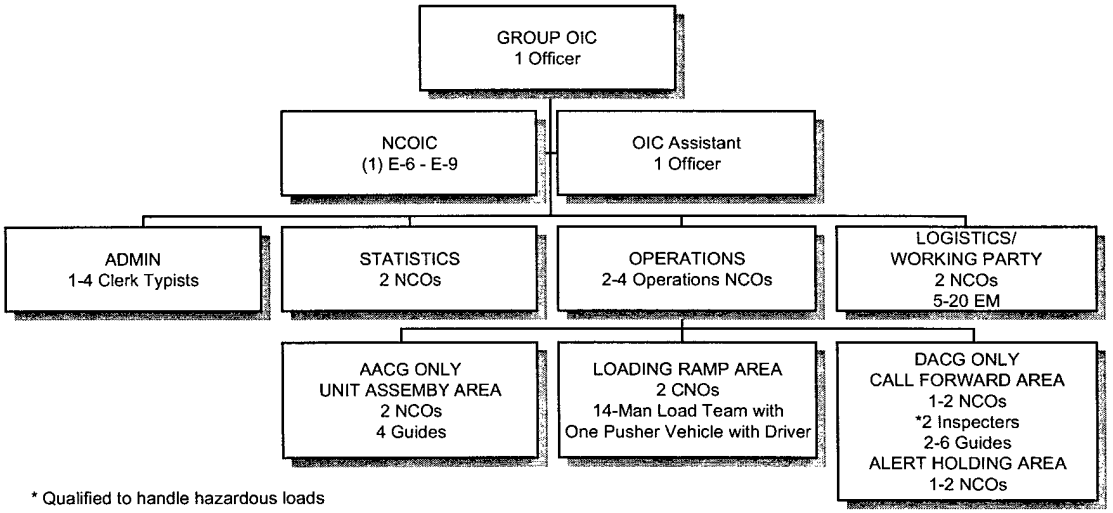


Figure 34. Typical D/AACG Organizational Structure

TABLE 11. D/AACG Assignments

Installation	APOE Peacetime	APOE Mobilization
Fort Benning	Lawson AAF	Lawson AAF
Fort Bliss	Biggs AAF	Biggs AAF
Fort Belvoir	Andrews AFB	Andrews AFB
Fort Bragg	Pope AFB	Pope AFB
Fort Buchanan	Roosevelt Rds NAS	Roosevelt Rds NAS
Fort Campbell	Campbell AAF	Campbell AAF
Fort Carson	Peterson AFB	Peterson AFB
Fort Dix	McGuire AFB	McGuire AFB
Fort Drum	Wheeler Sack	Wheeler Sack
Fort Eustis	Langley AFB	Langley AFB
Fort Hood	Robert Gray AAF	Robert Gray AAF
Fort Huachuca	Davis-Monthan AFB	Davis-Monthan AFB
Fort Irwin	Southern California Intn'l Airport	Southern California Intn'l Airport
Fort Jackson	Charleston AFB	Charleston AFB

Installation	APOE Peacetime	APOE Mobilization
Fort Leonard Wood	Scott AFB Lambert Field	Scott AFB Lambert Field
Fort Lewis	McChordAFB Travis AFB	McChord AFB
Fort Knox	Standifort Field Wright-Patterson	Standifort Field Wright-Patterson
Fort McCoy	Volk Field Mitchell Field	Volk Field Mitchell Field
Fort McPherson	Dobbins AFB	Dobbins AFB
Fort Meade	Dover AFB	Dover AFB
Fort Polk	Alexandria Int'l Airport	Alexandria Intn'l Airport
Fort Riley	Forbes Field	Forbes Field
Fort Rucker	Eglin AFB Hurlburt Field	Eglin AFB Hurlburt Field
Fort Sam Houston	Kelly AFB	Kelly AFB
Fort Sill	Altus AFB	Altus AFB
Fort Stewart	Hunter AAF Robins AFB	Hunter AAF Robins AFB
Gowen Field	Gowen Field Mountain Home AFB	Gowen Field Mountain Home AFB
Camp Roberts		Travis AFB

3.3.8 Unit Movement Data (UMD) and Movement Validation Process

One of the critical areas of the deployment process that the Power Projection FAA examined is the movement validation process. Effective execution of this function is essential to the commitment of lift assets and the scheduling of unit and equipment movements. The process of sourcing a theater CINC's force requirement is completed when the unit is validated for movement; however, this cannot occur until the lift requirements are validated. Accurate and timely submission of UMD in the form of the Deployment Equipment List (DEL) is the system's most difficult information processing function.

The movement validation process is depicted in Figure 35. Currently, UMD is entered, after the unit is sourced, through the installation unit movements section on the Transportation Coordinator Automated C2 Information System (TC ACCIS) system (see Chapter Four). Once entered in this system, the data is processed through COMPASS at FORSCOM, and then entered into JOPES. At this stage, the information is compared to expected levels for the type and size of unit, and is approved by the chain of validation depicted in the left column of the chart. (This process must be accomplished in the order shown, with the Supported CINC validating the requirement to TRANSCOM, which through its Transportation Component Commands [TCCs] will assign lift.) Validation of UMD must be accomplished within the validation window, which is generally within 7-10 days of the actual departure date. Delays, inaccuracies or changes created by mission change can force the repeating of steps, or, if not corrected, to over- or under-allocation of limited and expensive lift assets.

A re-engineered process (right-hand column) allows for a speedier flow of information at the various levels, unless a particular piece of information exceeds preset parameters, in which case the flow will cease until the information has been validated.

3.3.9 Institutional and Collective Training

The Power Projection FAA identified training as critical to the effective execution of power projection operations. Unit Movement Officers and Unit Movement NCOs are trained in required skills at installation unit movement courses, USAF courses, and joint schools. The Army's Transportation School provides deployment officers and NCOs in the transportation area. However, institutional training does not provide deployment training to soldiers in other career fields. Such an addition to all service curricula is necessary in order to provide a basic level of deployment knowledge and movement skills upon which officers and NCOs can build once assigned to units or installations. TRADOC has taken the lead to provide deployment training at the Training Centers.

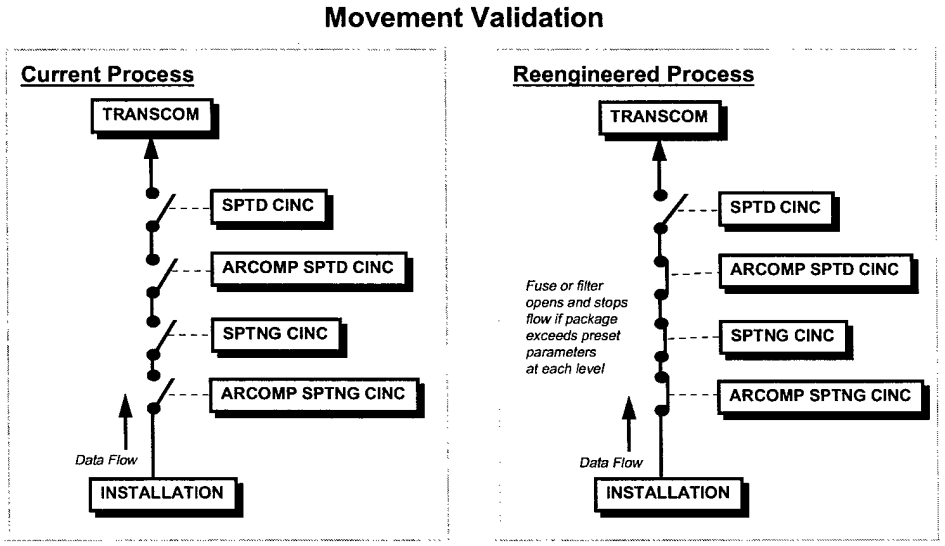


Figure 35. The Unit Movement Validation Process

Institutional training, important as it is, provides but a third of the deployment training necessary to ensure efficient and responsive power projection operations. Collective training during SEDREs, EDREs, exercises and CTC rotations, are essential components of deployment training for a Power Projection Army. Figure 36 depicts this critical relationship.

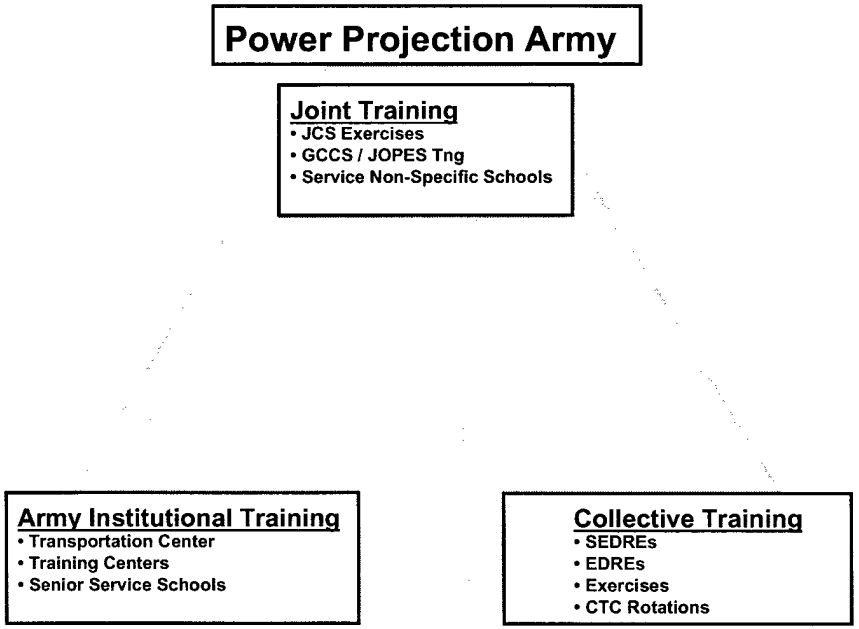
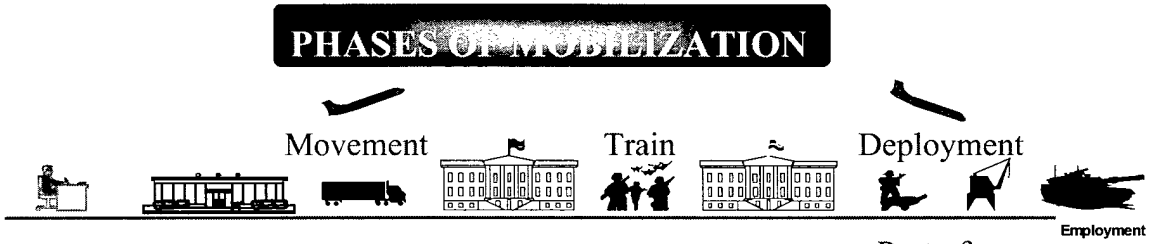


Figure 36. Power Projection Deployment Training

CHAPTER FOUR: Power Projection Automated Support Systems

4. Power Projection Automated Support Systems

"Winning the Information War" is one of the post-Cold War Army's greatest challenges. The rapid development of information management technology, the increasing sophistication and interoperability of software, and the broadening of computer literacy are all having a revolutionary effect on soldiers, units, and operations. Conversely, the effectiveness, efficiency, and success of military activities are increasingly dependent upon automated systems. This chapter highlights the major automated systems applicable to power projection operations. An overview of these systems is in Figure 37, and a synopsis of system visibility at varying echelons is provided in Figure 38.



NOTES:
(1) CLAS will be redesignated the Regional Level Application Software (RCAS) in FY00.
(2) TC ACCIS will be replaced by the Transportation Coordination Automated Information Management System II (TCAIMS-II) beginning in late FY99.
(3) ULLS, SARSS, SPBS, SAAS, and SAMS are being redesigned and each will become an integrated module in the Global Combat Support System-Army (GCSS-A), scheduled for Total Army fielding between FY99 and FY03.

Figure 37. Overview of Automated Power Projection Support Systems

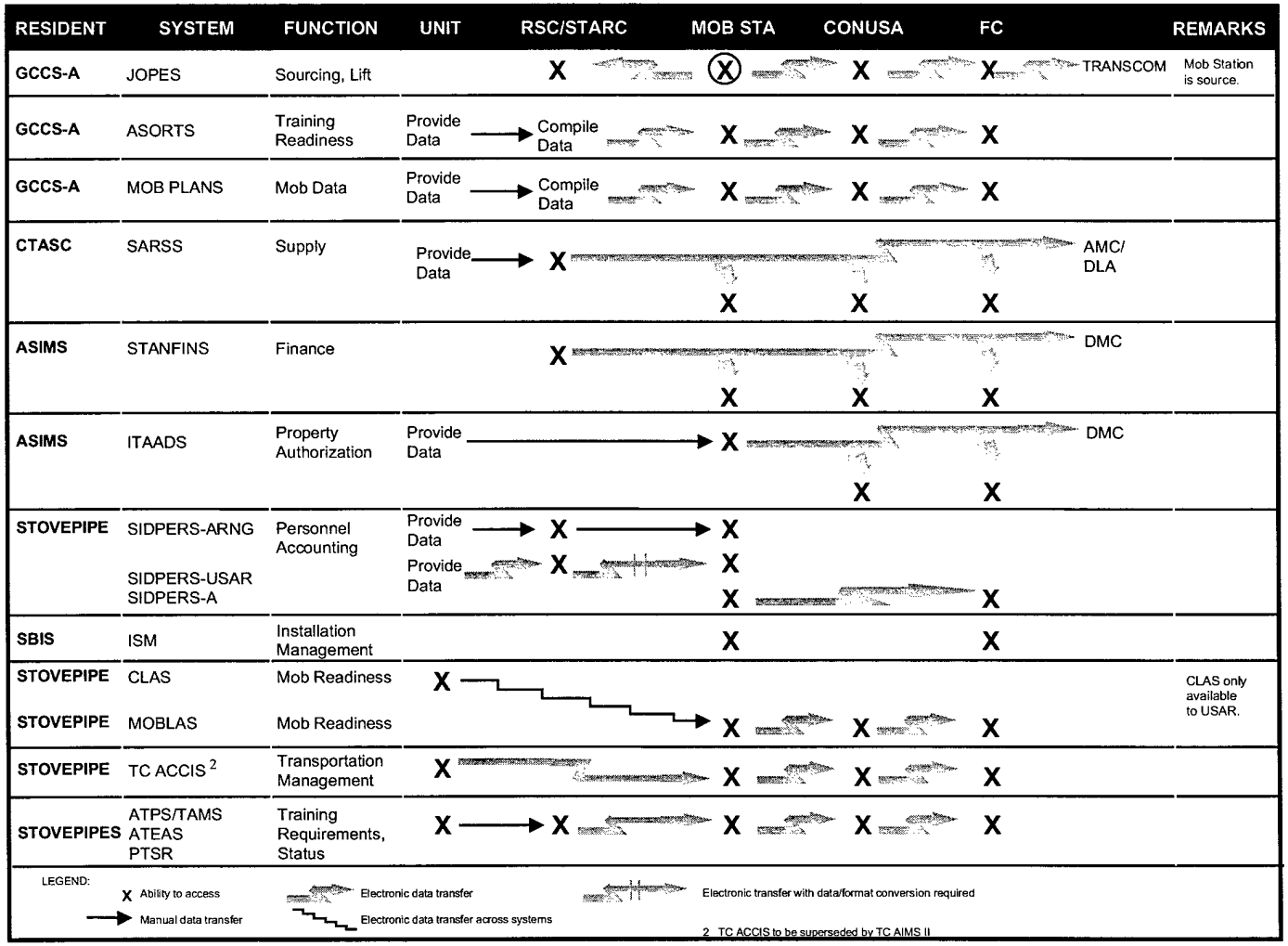


Figure 38. Synopsis of Automated Support System Visibility

4.1 Overarching Systems

4.1.1 The Global Command and Control System (GCCS)

The GCCS, with its service subset the GCCS Army (GCCS-A), has replaced the former Worldwide Military Command and Control System (WWMCCS). GCCS is a system of interconnected computers that provides an integrated C^4I capability to the entire Joint community. It provides up to SECRET-level information from a wide variety of applications that have migrated, or are in the process of migrating, from other systems.

In addition to the secret-high GCCS system, there is a much smaller Top Secret subset that supports a few truly Top Secret missions and requirements. Top Secret applications are hosted on the GCCS-Top Secret (GCCS[T]), a small GCCS-technology-based network exchanging Top Secret information through double encryption on the SIPRNET.

The GCCS-Army is the Army's strategic and theater C2 system that provides for the preparation, decision-planning and execution for crisis management of mobilization, deployment, employment and sustainment for Army forces. GCCS-Army is the Army's implementation of GCCS, employs the Defense Information Infrastructure (DII) Common Operating Environment (COE), and serves as the bridge between the tactical components of the Army Battle Command System (ABCS) and the joint GCCS. GCCS-Army has been fielded to the corps and over 200 CONUS locations, including installations, USAR Reserve Support Commands, and each state Adjutant General.

4.1.2 Sustaining Base Information Services

The SBIS program addresses the modernization of functional applications, and associated infrastructure, that support the sustaining base needs of the installations. Prior to the implementation of SBIS, several Installation Support Modules (ISM) had been developed and fielded to automate selected sustaining base functions. SBIS subsumed the ISM program and completed the fielding of seven ISM modules to 28 Army installations which included all Power Projection Platforms (PPP) and Power Support Platforms (PSP). The fielded ISMs include:

- In-processing (INPROC)
- Out-processing (OUTPROC)
- Drug and Alcohol Management Information (DAMIS)
- Education Management Information System (EDMIS)
- Master Schedule of Activities (MASSCHACT)
- Personnel (Post) Locator (PERSLOC)
- Transition Processing II (TRANSPROC II)

In addition to the above ISMs, two SBIS modules are currently being fielded. These modules are:

- Dental Readiness System (DENTRAD)
- Central Issue Facility (CIF)

FORSCOM funded for the fielding of selected ISM and SBIS applications to the State Operated Mobilization Stations at Camps Roberts, Atterbury, and Shelby and Gowen Field, which are designated Power Support Platforms.

Several other SBIS applications are under development and in various stages of fielding. Fielding should be completed by April 1999. These applications include:

- Range Facility Management Support System (RFMSS)
- Integrated Requirements and Purchase Request System (IRPRS)

- Real Property Management Tool (RMAT): fielded to two sites and placed on IDIQ contract for installation purchase as needed.
- Automated Instructional Management System-Redesign (AIMS-R)

In October 1998, the SBIS program was terminated and the sustainment of fielded applications was transferred to the program Executive Officer, Standard Army Management Information Systems (PEO STAMIS). At that time, development of budget, safety and security applications were terminated.

4.2 Power Projection Automation

Power projection automation systems range from microcomputer-based standalone and stovepipe applications, to mainframe-based Army Standard Information Management System (ASIMS) and Base Operations (BASOPS) applications. Data processing installations (DPI) at major installations provide both classified (as required) and unclassified processing for all assigned tenants and many remote organizations via remote job entry (RJE) terminals. DPIs are supported by four regional Defense MegaCenters (DMC). Discrete systems and applications are addressed in the following sections.

4.2.1 Reserve Component Automation System (RCAS)

The Reserve Component Automation System (RCAS) is an automated information system that will provide the Army the capability to administer, manage, and more effectively mobilize the Army National Guard (ARNG) and United States Army Reserve (USAR). The RCAS will support daily operations, training, and administrative tasks at all Guard and Reserve echelons, and provide timely and accurate information to plan and support two critical functions–mobilization and emergency response operations. When fully deployed, RCAS will link over 10,500 Guard and Reserve units at over 4,000 sites located in all 50 states, the District of Columbia, Puerto Rico, the Virgin Islands, Europe, and the Pacific Rim.

In 1995, the RCAS program was restructured after several attempts to correct system shortcomings. The restructured RCAS consists of Commercial Off-The-Shelf (COTS) hardware and office automation software (Windows NT local area network servers and PC [Pentium] workstations hosting the Microsoft Windows NT operating system, Microsoft Office Automation and E-mail applications), Government Off-The-Shelf (GOTS) software, and newly developed software applications integrated into an open system, personal computer (PC)-based architecture. The restructured RCAS complies with the Joint Technical Architecture–Army (JTA-A), and includes a transition strategy for migration to the Defense Messaging System (DMS). The RCAS is working toward compliance with the DII regarding COE standards for application program interfaces, operating systems and Y2K compliance.

4.2.2 Center Level Application Software (CLAS)

CLAS is a FORSCOM-developed, PC-based family of applications designed to assist the USAR unit commander in accomplishing day-to-day administrative tasks. CLAS provides the same data to all echelons of command throughout the USAR. Its proponency shifted to USARC in FY91. CLAS is scheduled to be replaced by the Regional Level Application Software (RLAS) in FY00.

4.2.3 Regional Level Application Software (RLAS)

RLAS is USAR-developed, web-based applications designed to assist the USAR unit commander in accomplishing day-to-day administrative tasks. RLAS provides the same data to all echelons of command throughout the USAR. USAR unit commanders use RLAS to report drill attendance via the Automated Drill Attendance and Reporting System (ADARS), which

initiates pay and allowances to Army Reservists. In addition, RLAS generates Total Army Personnel Database-Reserve (TAPDB-R) transactions and electronically transmits those transactions to the U.S. Army Reserve Personnel Command (AR-PERSCOM). The system also contains current data on individuals and units regarding weapons qualification, HIV testing, immunizations, wills, and family affairs, and is the resident system for the Training Assessment Model. RLAS information contained in 14 Regional Support Command databases is replicated electronically to the USARC and transmitted, as required, to other external systems.

The RLAS applications are critical to mobilization planning and execution. Key is the capability to process RLAS Mobilization interface actions and provide required mobilization data to FORSCOM and to the installations supporting mobilization processing.

RLAS is currently undergoing beta testing in the 89th Regional Support Command, will be fielded worldwide and be operational by October 1999. The USAR is implementing the USAR Wide Area Network that will connect all USAR Centers and support RLAS processing.

4.2.4 Mobilization Level Application Software

While RCAS has not been fully fielded, the PPP/PSP retains the need to electronically receive and manipulate unit data during the phases of mobilization and deployment. Consequently, MOBLAS was developed to serve as an interim solution to this problem.

MOBLAS software is used at the PPP and PSP. It provides for the reception of data transmitted electronically to the PPP or PSP, thus enabling the PPP/PSP to integrate RC data into AC data bases, enhancing Soldier and Unit Readiness Processing.

MOBLAS resides on a desktop microcomputer in the Installation Mobilization Planner's office and, via a modem, receives current, accurate data directly from RC data transmission sites.

MOBLAS can also receive ARNG data, from either the unit or state headquarters, when that data is transmitted in the MOBLAS specified file format (essentially, a modified ASCII file format), regardless of the operating system or the hardware being used by the ARNG.

Data provided through MOBLAS to AC systems operating at the PPP/PSP is thus current and accurate. Upon receipt of the data from the RC unit or other source, the PPP/PSP can use electronic data interchange to transfer RC soldier and unit data into the AC personnel system (SIDPERS-AC) and other automated systems. MOBLAS can also include other data needed for Soldier and Unit Readiness Processing, including medical, weapons qualification, and legal data.

4.2.5 Interactions of CLAS, MOBLAS and ISM/SBIS to Support Power Projection

The following points illustrate how CLAS, MOBLAS, and ISM/SBIS applications can collectively support the power projection process.

AT HOME STATION:

- CLAS is used by USAR units.
- CLAS can identify nondeployable personnel to the unit commander.
- CLAS can produce individual mobilization orders (a problem in prior OPTIMAL FOCUS exercises).

AT THE PPP/PSP:

- MOBLAS can receive current data transmitted from CLAS prior to unit arrival.
- MOBLAS can receive data from any other data base provided that it is in the proper file format.
- MOBLAS can also be used as an execution tool, particularly during SRP.
- MOBLAS can provide data in appropriate format to SIDPERS-AC, a critical step in the mobilization process.
- MOBLAS data can be integrated with the ISM/SBIS applications.
- MOBLAS can be used to automate SRP and perform discrete related functions.
- MOBLAS can interface with the Medical Occupational Data System (MODS) for sharing immunization data.
- ISMs can be used to automate SRP, and to perform discrete related functions, such as recording immunizations.

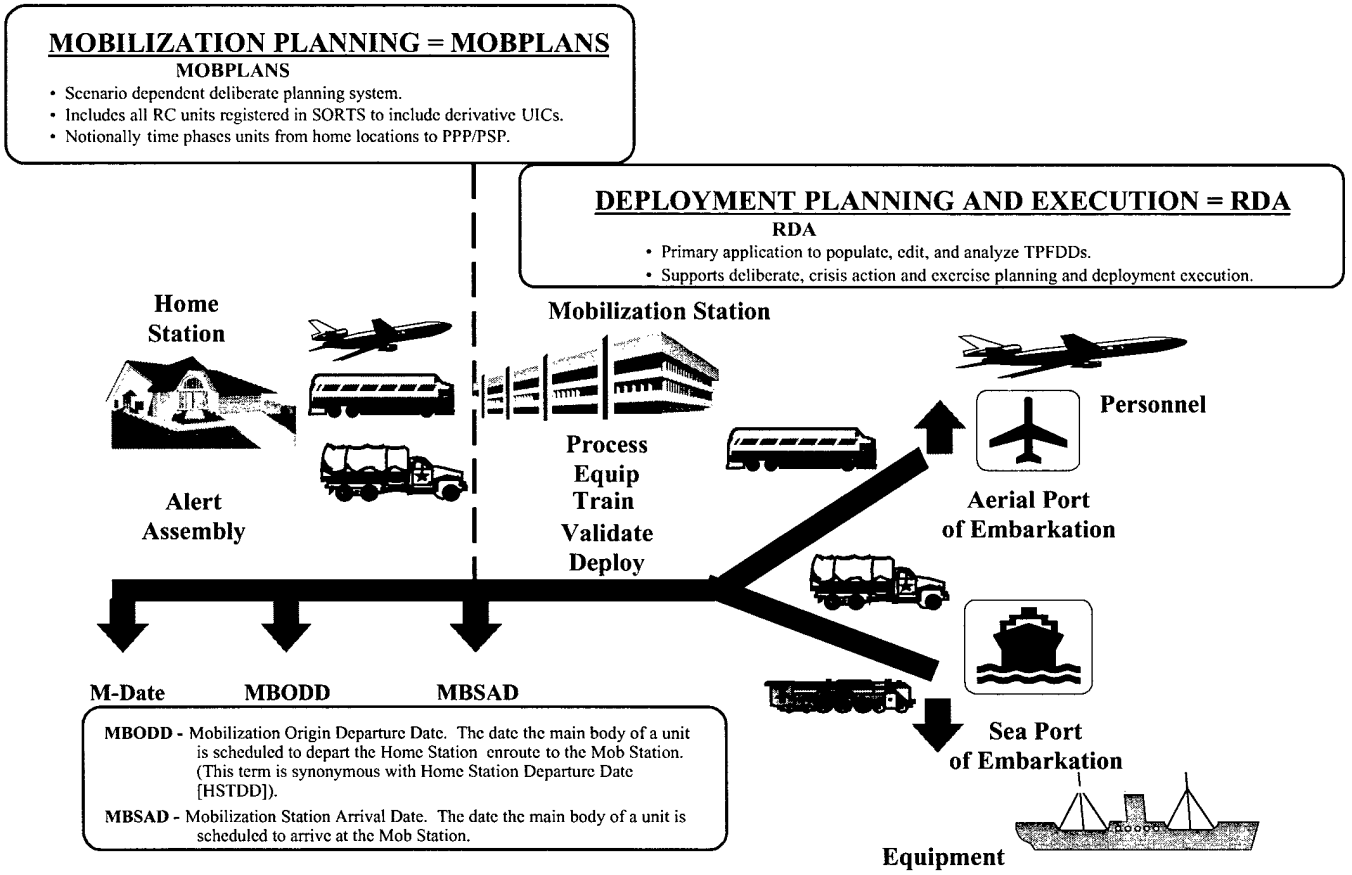


Figure 39. The Mobilization Planning and Execution Process

4.2.6 Mobilization Planning and Execution Process

Mobilization Planning (MOBPLANS) is a functional application which was developed to maintain and make visible mobilization and deployment information for reserve component units. Mobilization, Operations, Deployment, Employment Execution (MOB/ODEE) converts planning data into execution data and complements MOBPLANS. Primary sources of data for both applications are SORTS and applicable TPFDDs. MOBPLANS and MOB/ODEE are resident on and accessible via GCCS-A.

4.2.7 Army Status of Resources and Training System (ASORTS)

The Status of Resources and Training System (SORTS) is the single authoritative automated source of current information on the status, location, level and condition of resources, training and weapon systems of military units.

ASORTS is an updated, Army-specific version of SORTS, and serves as a primary data source of force availability, with which to meet operational planning requirements. It resides on GCCS, and contains the identity of worldwide resources keyed to each Unit Identification Code (UIC). ASORTS data supports operational planning and command and control functions within the JCS and Unified Commands, the Services, MACOMs, Service Component Commands, and DoD Agencies.

Within ASORTS, the requirement for unique data requirements is met. Its reports contain basic unit identity information, and also provide general status, personnel strength, combat status, equipment and crew status, and other elements that present a balanced picture of the unit. It is critical that ASORTS data be timely and accurate.

4.2.8 Computerized Movement Planning and Status System (COMPASS)

COMPASS is a computer-assisted system, unique to FORSCOM, which is used for strategic planning and movement execution for both mobilization and deployment. Its primary utility lies in the maintenance of unit movement data (UMD) and development of Automated Unit Equipment List (AUEL) reports. The system is resident on, and accessible via, GCCS.

4.2.9 Mobilization Movement Control (MOBCON)

MOBCON is a Department of the Army program designed to collect, analyze, and deconflict convoy movement planning. It also provides a system to prioritize the use of roadways. MOBCON is operated within each STARC by Defense Movement Coordinators (DMC) (see Figure 40), who also establish a POC for information management and coordination. As a result, the STARC, CONUSA, and FORSCOM will have visibility of convoy movement data. Finally, MOBCON provides a mechanism to coordinate priority movement with federal and local agencies.

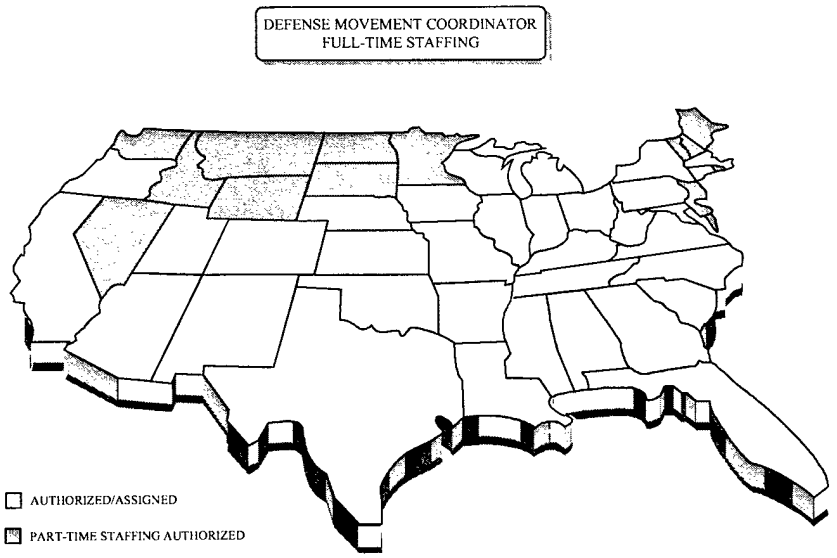


Figure 40. Defense Movement Coordinator

The STARC exercises mobilization movement control of all convoying through its state, and is responsible for relieving conflict and coordinating convoy movements. Regulation of intrastate highway traffic during mobilization is governed by the state Departments of Transportation, Emergency Highway Traffic Regulation plans, and the CONUSA.

4.2.10 Transportation Coordinator Automated Command and Control Information System (TC ACCIS)

TC ACCIS, a key mobilization capability, is an automated system with which installation Directorates of Logistics (DOL) process UMD for their installation's mobilizing units. The system also allows the transfer of UMD to FORSCOM and MTMC. TC ACCIS provides the installation and units (down to separate company level) the capability to create, update, and modify unit movement requirements data, and to produce the necessary documentation and reports, using interactive terminals.

RC units can enter UMD to TC ACCIS via modem. AUEL data and UMD is file-transferred from the installation via electronic mail to FORSCOM and the MTMC.

TC ACCIS has been identified, under the Office of the Secretary of Defense's (OSD) Corporate Information Management (CIM) initiative, for replacement by a jointly-developed system called the Transportation Coordinator Information Management System (TCAIMS-II). TCAIMS-II is scheduled for fielding in late FY99.

4.2.11 Standard Installation/Division Personnel System-3

SIDPERS has for many years been the standard military personnel management data processing system. It is designed to support the functions of strength accounting, organizational and personnel record keeping, and personnel management reporting to all echelons of command.

SIDPERS-3 will be fielded to all AC organizations by FY00. A set of standard data formats and transaction types, labeled "Inter-Component Data Transfer" (ICDT) will exchange information between the various data sets of the components (AC, ARNG and USAR). RC soldiers ordered to active duty will be accessed to SIDPERS-3; data to populate their records will be transferred via ICDT. Data for units and individuals may be available in advance of the soldier/unit's arrival at the PPP/PSP in the format of a pending gain.

These relationships and functionalities are depicted in Figure 41.

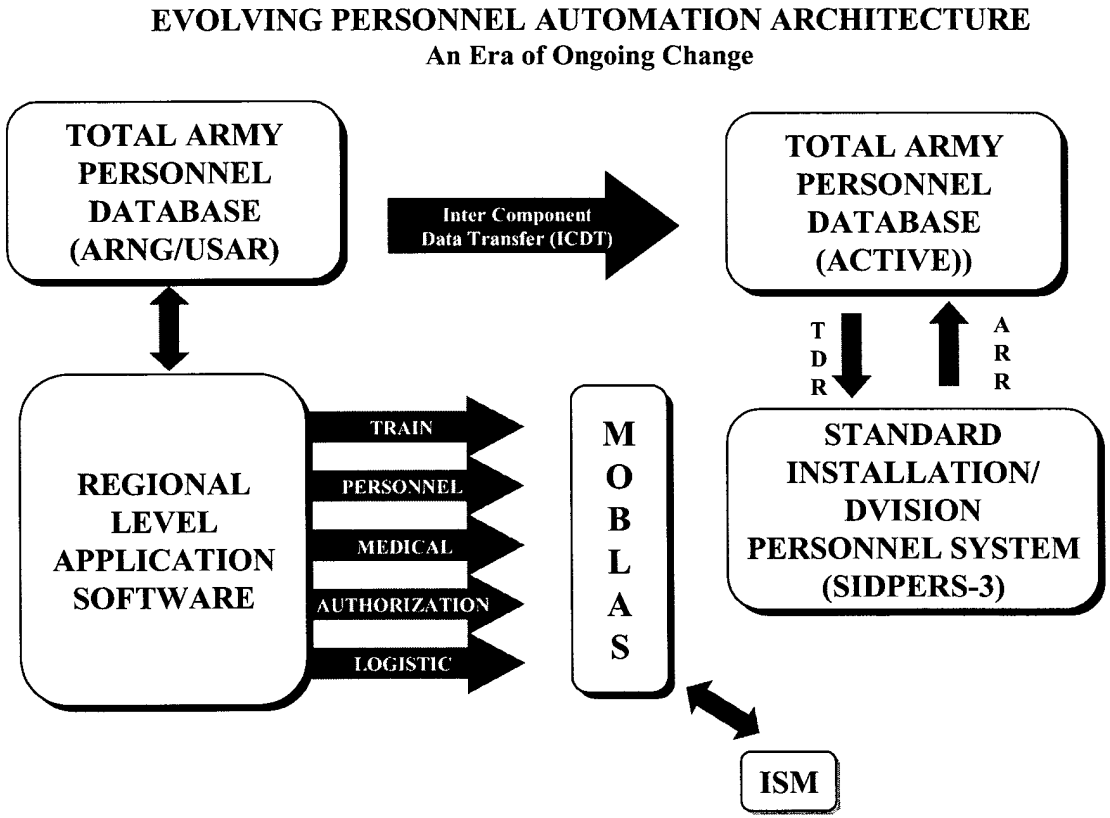


Figure 41. The Evolving Personnel Automation Architecture

4.2.12 Automated Unit Training On-line System (AUTOS)

AUTOS is one of three functionally-related applications (the other two being the Annual Training Evaluator/Augmentee System [ATEAS] and the Analysis of Training Performance System [ATPS]) within the training management system. Collectively, these applications provide support to selected RC individual and unit training management functions. AUTOS is operational at FORSCOM, the CONUSAs, USARC, and at the TAG/RSC level, and supports the functional mission area of site/date scheduling of RC units for Annual Training (AT).

The current version of AUTOS has the goal of improving the accuracy and timeliness of information available at all command levels, while remaining responsive to training managers' information requirements. AUTOS also reduces the level of effort needed to maintain unit data by using the Unit Data File (UDF), which contains a common set of unit and location data.

CHAPTER FIVE: Projected Evolution of Power Projection Operations and Systems

5. Projected Evolution of Power Projection Operations and Systems

The Power Projection FAA examined the totality of the power projection process. Many of its recommendations have been, or are in the process of being implemented. Others are still under review or development. This chapter highlights the more significant developments in the power projection area.

5.1 Further Refinement of the PPP/PSP Concept

The initial findings of the FAA showed that the established definition of a Power Projection Platform, as found in FM 100-17, recognized each Army installation as a Power Projection Platform. This lack of clarity, in turn, produced duplication of effort and competition for infrastructure resources. Additionally, FM 100-17 provided inadequate detail in establishing criteria for designation as a power projection platform.

The FAA took the first step toward clarifying the definition of a PPP, and the development of specifics regarding capabilities, required facilities and doctrine and continues as an ongoing effort.

The proper number, location, and capabilities of PPPs and PSPs that will serve the future needs of the Army were determined on these considerations:

- The ability to deploy brigade-sized or larger high-priority AC/RC units.
- The capability of housing, feeding, training and deploying units.
- Proximity to aerial and sea ports that can service units.

The several areas of resourcing that directly impact an installation's deployment capability are all chronically underfunded, a situation which is

not expected to improve in the near-term. These areas include Army Strategic Mobility Program (ASMP) implementation and military construction funds, operations and maintenance accounts, and manpower.

The APOEs and SPOEs aligned to these platforms also should be considered as part of the overall power projection process .

Ongoing actions which are in varying stages of development, include:

- Resources identification and allocation.
- Prioritization of the 15 PPPs.
- Synchronization of ASMP recommendations and the requirements of the various deliberate plans.
- Updated transportation engineering studies.
- Development and implementation of force augmentation packages.
- FSP mobilization stationing.

Concurrently, an extended study of actual two-MTW requirements has begun, with completion projected for 2000. The study is examining appropriate funding, manpower, and facilities to assure long-term accomplishment of the national military strategy. Improved information tools, exploitation of emerging technology (not only for the Warfighter, but also the platforms that must deploy them) and more operational tools, are included in this study. The developing concept focuses resources more narrowly, providing increasingly scarce resources first to those installations that will actually deploy the force.

5.2 Using Technology to Improve the Deployment Processes

5.2.1 Electronic Tags for Intransit Visibility

The inability to track the deployment of personnel and equipment in real time has for many years hampered the effectiveness of the deployment process. Currently, however, efforts are underway to accomplish this objective. Multi-Technology Automated Reader Cards (MARC) and Radio Frequency (RF) Tags are among the new technology devices being applied to capture information for tracking using Automatic Identification Technology (AIT). Both of these programs are key to the improvement of the deployment process, and will help ensure the more efficient use of resources. Connected with the information systems and decision making tools scheduled to be provided in GCCS, these programs will give the commander full visibility over unit assets.

5.2.1.1 SMART Cards

Smart Cards are credit card size and can carry a wide range of personal information. Initially, they were called a MARC Card and tested by the 25th Infantry Division. DoD is transitioning to the SMART Card for personnel data storage. The cards can be encoded with a wide range of personnel, medical, dental, training, logistics, etc. Among other uses, the cards are considered valuable for expediting personnel accounting, manifesting, and SRP.

Initial test results indicate that significant savings in time and effort can result from using SMART Cards. The FORSCOM position is that this program should be implemented throughout the Army, with priority of issue going to the first to deploy, regardless of component.

Figure 42 offers a schematic of the utility for passenger manifesting and SRP.

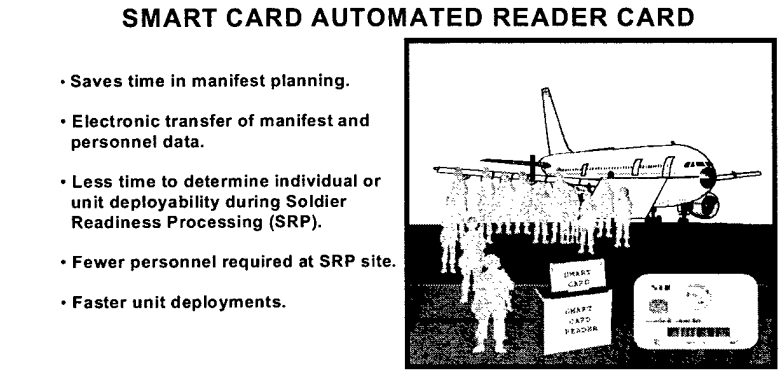


Figure 42. SMART Cards

5.2.1.2 RF Tags

RF Tags are small devices which attach to equipment, and which contain electronically-captured information. This information can be read and transmitted electronically when captured by a reader (called an interrogator) at selected choke points.

RF Tags have been intensively tested during operations in Haiti and Bosnia, as well as during exercises and SEDREs. The tags are used in conjunction with processing and communications equipment to track equipment and supplies as they move from the supplier to the end user. The tags have also been used in tracking the movement of unit equipment during contingency deployments.

Figure 43 depicts the essentials of this technology.

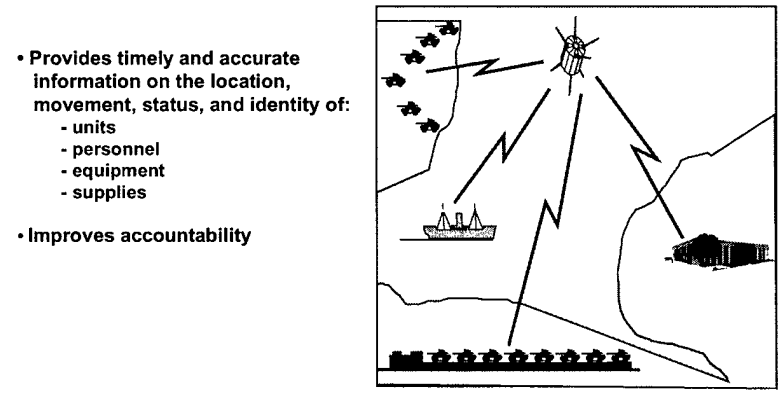


Figure 43. Radio Frequency Tags

5.2.2 Improved Means of Measuring Unit Equipment Characteristics

One of the most labor-intensive areas of the deployment process is the processing, measuring, weighing, and collating of unit equipment characteristics data. Further, this process has historically produced inaccurate information, resulting in significant waste of critical lift assets.

A device which could automate these processes, and subsequently process and enter the resulting data into JOPES, would not only save manpower, but would relieve the deploying commander of a significant training distracter. Additional benefits would be felt over time as easier entry of UMD created greater accuracy in AUEL and DEL information, especially as even last-minute changes would be accessible to the system almost

immediately. A prototype system called TRAMS has been tested and is targeted for limited fielding pending full funding.

The basic concept being developed (commonly referred to as the "Shed Concept") is described in Figure 44.

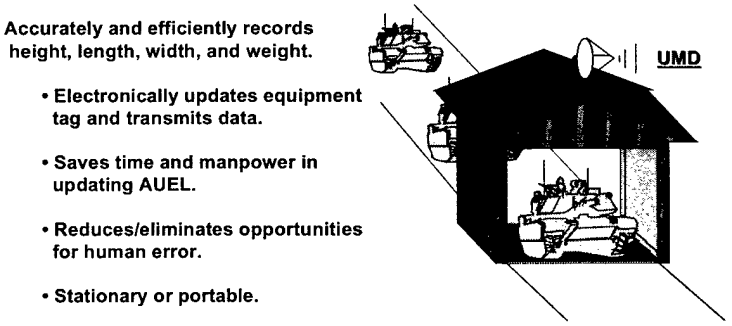


Figure 44. The SHED Concept

Twelve million dollars has been programmed for development, testing, and fielding of this concept to the PPPs and other sites in fiscal years 98-99. A prototype system is currently under development by TRANSCOM.

5.2.3 Development of Modular Containers for Unit Secondary Loads

Installation visits by FAA process action team members, and lessons learned from exercises and contingency operations, highlight a continuing problem with unit secondary loads. Specifically, units, for reasons both of security and expediency, utilize containers for shipping small equipment and accompanying loads.

However, several problems arise as a result:

- Added costs for the containers.
- Shortage of equipment for loading containers.
- Conflicts with lift dimension limitations.
- Accountability, once deployed.
- Added maintenance costs.
- Limited secondary use.

While problems exist with the use of containers for secondary loads, several benefits can be realized from a *properly-engineered solution,* including the reduction of pilferage, lower maintenance costs, and a more efficient loading and unloading regimen.

Accordingly, a concept is being developed which centers around the use of standard, modular containers, along the lines outlined in Figure 45. This concept was approved by the VCSA, and FORSCOM has been tasked to develop a program for inclusion in POM 2003.

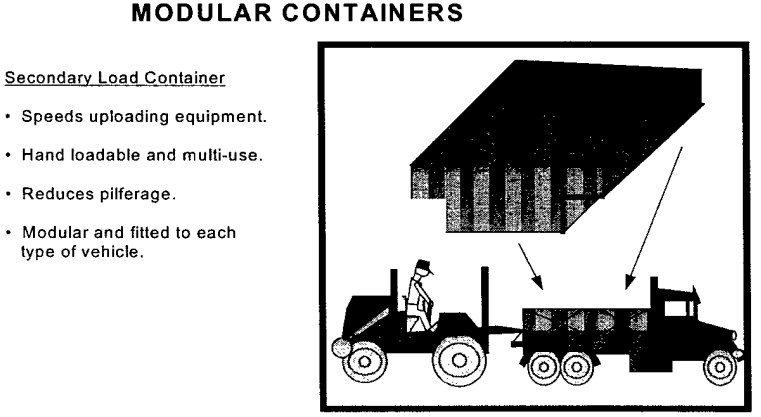


Figure 45. Modular Container

5.3 Personnel Issues

5.3.1 Battle Rostering of Civilians for Morale, Welfare, and Recreation (MWR) Functions

The civilian Brigade Recreation Specialist (BRS) is an emergency-essential (E-E) civilian who is responsible for developing a comprehensive recreation and fitness program plan for war and operations other than war. (An E-E employee is expected to sign a DoD Civilian Employee Overseas Emergency-Essential Position Agreement.) Commanders decide which positions should be designated as BRS positions; candidates for these positions must meet minimum deployment standards and BRS position requirements, with assignments first made from the pool of volunteers from incumbent positions. During peacetime, BRS position duties and responsibilities are considered additional duties, and civilians will perform the regular duties of their respective positions. However, during a contingency, unit exercises including BRS training, or an actual deployment, the BRS duties and responsibilities will take precedence. The BRS will coordinate recreation and fitness program activities prior to and during deployment, and will assist the unit recreation and fitness coordinators (generally, military personnel) in planning and executing recreation and fitness programs.

5.3.2 Medically Nondeployable RC Soldiers

Medical nondeployable RC soldiers were an issue during both Operations Desert Storm and Joint Endeavor. In essence, there is no MOS/Medical Review Board (MMRB) process established by Army Regulation for the RC. Consequently, the determination of medical non-deployable status creates problems at the PPP/PSP.

Results of a FORSCOM Process Action Team (PAT), 1996 moved the issue to DA for resolution. The Army has established MMRB processes for the RC. Detailed policy and procedures are being finalized for staffing. Milestone for approved guidance is end of FY99.

5.4 Feedback Mechanisms

5.4.1 Mobilization Exercises

The FORSCOM Mobilization Exercise Program (FCMEP), contained in FORSCOM/National Guard Regulation 350-23, consolidates planning guidance for existing JCS-sponsored CPX and HQDA-directed exercises, and provides a common direction and focus for diverse mobilization training requirements. The FCMEP also establishes a strategy that links mobilization exercise development with the Planning, Programming, and Budgeting System.

The following exercises, key to the evaluation of the power projection process, constitute the FCMEP:

- JCS-sponsored Mobilization CPX—Biennial exercise focusing on a wide range of plans and operations. Usually leads to reinforcement of selected unified commands with varying levels of mobilization and deployment.
- Mobilization Station CPX (MS CPX)—DA-directed exercise designed to evaluate the mobilization plans, policies, procedures, and systems at the functional installation staff level with only simulated participation by RC units. The exercise will be conducted during normal duty hours by AC installations and on weekends by SOMS.
- Mobilization Station FTX (MS FTX) (CALL FORWARD)—DA-directed exercise designed to evaluate mobilization station plans, procedures, systems, and organization. The objective is to have sufficient RC units participate in AT status to approximate the mobilization population in accordance with the MPES. In addition, participating RC units will exercise applicable plans for Mobilization Phases II-IV.
- PSRC Limited Notice Exercise (OPTIMAL FOCUS)—DA-directed exercise that evaluates the ability of RC units to alert, assemble, and conduct home station activities in preparation to move to the mobilization station given limited notice. Exercises conducted during IDT do not require movement from home station.

5.4.2 Other Mobilization Exercises

- State Area Command Exercise (STARCEX)—NGB-directed CPX designed to provide training to the STARC for performing mobilization functions; to validate STARC mobilization plans and procedures; to review STARC support role for ARNG units within the State; and to analyze STARC postmobilization missions and command relationships.
- Unit Mobilization Exercise—Exercise conducted by MSCs for USAR and by STARCs for ARNG, designed to examine alert notification procedures, unit mobilization files, activities at home station, load plans, and movement plans.
- Retiree Recall Exercise (CERTAIN SAGE)—Annual exercise conducted by HQDA, ARPERCEN, MACOM, and selected CONUSA, STARCs, and installations. It is a HQDA-directed exercise that tests the mobilization processing and use of retirees to support various postmobilization missions.
- CONUS Replacement Center Exercise (CRCX)—HQDA-directed exercise conducted on an annual basis at selected installations to test capabilities of moving individuals to meet operational requirements. Exercise validates CRC organization and procedures, and tests installations' capabilities to support the facilities and logistical requirements of the CRC mission.

5.4.3 Deployment Exercises

Although a formal deployment exercise program does not exist, a variety of exercises provides deployment training opportunities. AC units participate in Emergency Deployment Readiness Exercises (EDRE) and Sealift Emergency Deployment Readiness Exercises (SEDRE). AC and RC units participate in a number of Joint Exercises that exercise portions of the deployment process.

- The National Port Readiness Network (NPRN) Port Readiness Exercise (PRX) series uses a tabletop exercise format to familiarize supporting port commands with the joint operating environment of the SPOE. FORSCOM, represented at the port level by both the STARC and by the deploying unit, participates in the NPRN and in PRXs.
- An EDRE may terminate just short of an actual deployment outside of CONUS. Selected units, however, participate in exercises, where a unit is expected to move to a port, load, transport OCONUS, unload,

and regroup all unit equipment and personnel into a cohesive fighting entity.

- A SEDRE is an exercise which tests the unit's capability to move from home station to its assigned port, stage equipment, and upload to available ships within established time constraints.

Each of these, and similar, exercises:

- Allows the opportunity to exercise mobilization files, and some of the procedures required for deployment.
- Provides interaction with Services and agencies throughout portions of the deployment process.
- Allows testing of unit load plans.
- Allows interservice training opportunities.

FORSCOM is developing policy guidelines for the inclusion of deployment operations as part of each CTC rotation.

APPENDIX A: Employer Support for the Guard and Reserve

Employer Support for the Guard and Reserve

Following the end of conscription in 1973, Defense planners foresaw that the Nation's employers, long accustomed to National Guard and Reserve membership as an alternative to compulsory active-duty service, could be expected to question the necessity of service in a purely voluntary military system. The planners concluded—correctly, as subsequent studies showed—that many employers would not be supportive of their workers voluntarily serving in uniform.

Thus, the Department of Defense chartered a unique organization, the National Committee for Employer Support of the Guard and Reserve (NCESGR), in 1972 to ensure that conflicts between part-time military duties and full-time civilian career responsibilities would be minimized. NCESGR was to inform employers of the increasing importance of the National Guard and Reserve and explain the role of these forces in national defense.

Over twenty-five years later, NCESGR continues to gain and reinforce the support of American employers for a strong National Guard and Reserve system. Indeed, NCESGR's mission is more important than ever, given the expanding role of the Guard and Reserve in implementing the National Military Strategy and the concomitant emphasis on readiness, including mobilization and deployment readiness.

NCESGR has its national headquarters in Arlington, Virginia, and maintains a nationwide volunteer staff of more than 4,200 business, civic, academic, and military leaders serving on committees in every state, the District of Columbia, Puerto Rico, Guam, the U.S. Virgin Islands and the Mariana Islands.

Programs conducted by the National Committee and its local committees include:

- ***Mission One*** places an ESGR volunteer in each National Guard and Reserve training center or armory.
- ***Bosslifts*** links selected employers and civic leaders with their Reserve component personnel.
- ***Breakfast with the Boss*** brings together local employers, military representatives, and state NCESGR members in an informal breakfast meeting to discuss issues relevant to National Guard/Reserve service.
- ***Ombudsman*** provides informal mediation for employers and their Reservist employees.

Additional information can be obtained from:

NCESGR
15555 Wilson Blvd., Suite 200
Arlington, Virginia 22209-2405
Call Toll-free (800) 336-4590
DSN 226-1400

APPENDIX B: Acronyms

A

AA	Assembly Area
AAA	Alternate Assembly Area
AACG	Arrival Airfield Control Group
AALPS	Automated Air Load Planning System
AAR	Association of American Railroads
ABL	Ammunition Basic Load
AC	Active Component
ACAP	Army Career and Alumni Program
ACL	Allowable Cabin Load
ACR	Armored Cavalry Regiment
A/DACG	Arrival/Departure Airfield Control Group
ADARS	Automated Drill Attendance and Reporting System
ADP	Automated Data Processing
ADSW	Active Duty for Special Work
ADT	Active Duty for Training
AECG	Army Exercise Control Group
AFARS	Army Federal Acquisition Regulation Supplement
AFB	Air Force Base
AFMPG	Army Force Mobilization Planning Guidance
AFS	Active Federal Service
AG	Adjutant General
AGR	Active Guard/Reserve
AHQ	Ad Hoc Query
AIMS-R	Automated Instructional Management System-Redesign
AIRTEMS	Annual Individual Reserve Training Environment Management System
AIT	Automatic Identification Technology
ALD	Available to Load Date
ALO	Authorized Level of Organization
AMC	Army Materiel Command/Air Mobility Command
AMEDD	Army Medical Department
AMEDD-MP	Army Medical Department Mobilization Plan

AMOPES	Army Mobilization Operations Planning and Execution System
AMP	Army Mobilization Plan
AMSA	Area Maintenance Support Activity
AOC	Army Operations Center
AOMS	Army Operations Maintenance Shop
AOR	Area of Responsibility
AORS	ARPERCEN Order Request System
APA	Army Prepositioning Afloat
APC	Account Processing Code
APOD	Aerial Port of Debarkation
APOE	Aerial Port of Embarkation
APOE ALD	APOE Available to Load Date
APORTS	Aerial Ports/and Air Operating Bases File
APPGM	Army Planning and Programming Guidance Memorandum
APS	Army Planning System
ARAP	Army Remedial Action Program
ARCOM	Army Reserve Command
ARCOMP	Army Component
ARFOR	Army Forces
ARLANT	Army Component, U.S. Atlantic Command
AR	Armor
ARNG	Army National Guard
ARNGUS	Army National Guard of the United States
ARPERCEN	Army Reserve Personnel Center
AR-PERSCOM	Army Reserve Personnel Command
ARPRINT	Army Program for Individual Training
ARRTC	U.S. Army Reserve Readiness Training Center
ASG	Area Support Group
ASIMS	Army Standard Information Management System
ASL	Authorized Stockage List/Level
ASMP	Army Strategic Mobility Program
ASORTS	Army Status of Resources and Training System
ASP	Ammunition Supply Point
ASPUR	Automated System for Processing Unit Requirements
ASRRS	Army Survival, Recovery and Reconstitution System
ASSI	Additional Special Skill Indicator
AST	Administrative Supply Technician
AT	Annual Training
ATC	Army Training Center
ATEAS	Annual Training Evaluator/Augmentee System
ATMCT	Air Terminal Movement Control Team
ATPS	Analysis of Training Performance System
ATRRS	Army Training Requirements and Resource System
ATS	Annual Training Site
AUEL	Automated Unit Equipment List
AUTODIN	Automatic Digital Network
AUTOS	Automated Unit Training On-line System
AWR	Army War Reserve

B

BASOPS	Base Operations
BB	Break Bulk
BBM	Blocking, Bracing Material (commercial transport only)
BBPCT	Blocking, Bracing, Packing, Crating, and Tie-down
BPESM	Budget/Preparation Execution System
BRS	Brigade Recreation Specialist
BT	Basic Training

C

C2	Command and Control
CA	Civil Affairs/Combat Arms
CAC	Casualty Area Command
CAO	Casualty Assistance Office
CAR	Chief, Army Reserve/Current Action Report
CAS	Crisis Action System
CAT	Crisis Action Team
CC	Command Center
CCM	Cross Country Movement
C4	Command, Control Communications, and Computers
C-DAY	Unnamed Day Deployment Operations Commence

C-E Communications Electronics
CFM CONUS Freight Management
CFX Command Field Exercise
CHSTR Characteristics of Transportation Resources File
CI Counterintelligence/Coordinating Installation
CIA Central Intelligence Agency
CIF Central Issue Facility
CIMIC Civil Military Cooperation
CINC Commander in Chief
CLAS Center Level Application Software
CMAOC Casualty and Memorial Affairs Operation Center
CMO Convoy Movement Order
CMR Cargo Movement Requirement
CNGB Chief, National Guard Bureau
COCOM Combatant Command
CODES Computerized Deployment System
COE Common Operating Environment
COFC Container On Flat Car
COMMZ Communications Zone
COMPASS Computerized Movement Planning and Status System
COMPES Contingency Operation Mobility Planning and Execution System
COMPO Component Code
CONEX Container Express
CONOP Concept of Operation
CONPLAN Contingency Plan
CONUS Continental United States
CONUSA Continental United States Army
COOP Continuity of Operations Plan
CORE Contingency Response
COSCOM Corps Support Command
COTP Captain of the Port
COTS Commercial Off-The-Shelf
CPX Command Post Exercise
CRAF Civil Reserve Air Fleet
CRC CONUS Replacement Center
CRCS Coordinators of RC Support
CRF Contingency Response Force
CRP Command Readiness Program
CS Combat Support
CSR Controlled Supply Rate
CSRO Contingency Standing Route Order
CSS Combat Service Support
CTA Common Table of Allowances
CTASC Corps/Theater ADP Support Center
CTC Combat Training Center
CTT Common Task Training

D

D/AACG Departure/Arrival Airfield Control Group
DACG Departure Airfield Control Group
DAMIS Drug and Alcohol Management Information
DAMPL Department of the Army Master Priority List
DAMPRE Drill Attendance Monitoring Procedures and Report
DART Dynamic Analysis and Replanning Tool
DCAG Data Collection and Analysis Group
DCSLOG Deputy Chief of Staff, Logistics
DCSOPS Deputy Chief of Staff, Operations
DCSPER Deputy Chief of Staff, Personnel
D-DAY Beginning of a Contingency Operation or of Hostilities
DDG Draw Down Guidance
DDU Direct Deploying Unit
DEERS Defense Eligibility Enrollment System
DEFCON Defense Readiness Condition
DEL Deployment Equipment List
DENTRAD Dental Readiness
DEPREP Deployment Reporting System
DERVIC Derivative VIC
DFAS Defense Finance Accounting System
DFRIF Defense Freight Railway Interchange Fleet
DHS Defense Highway System

DII Defense Information Infrastructure
DLA Defense Logistics Agency
DMC Defense Movement Coordinator/Defense Mega Center
DMDC Defense Manpower Data Center
DMOS Duty Military Occupational Specialty
DMS Defense Messaging Switch
DoD Department of Defense
DODX Department of Defense-owned Rail Cars
DOL Directorate of Logistics
DOLFINS Daily Orders, Ledgers and Finance System
DOT Department of Transportation
DPA Data Processing Activities/Directorate of Public Affairs
DPAREA Deployment Area Code
DPCA Director Personnel and Community Activities
DPI Data Processing Installations
DPW Directorate of Public Works
DRB Defense Resources Board
DRC Director of Reserve Components/Direct Reporting Command
DRL Date Required to Load
DRU Direct Reporting Unit
DS Direct Support
DSB Deployment Support Brigade
DSC Deployment Support Command
DSN Defense Switched Network
DST Deployment Support Team
DSU Deployment Support Units
DTG Date Time Group
DTS Defense Transportation System

E

EACL Emergency Action Checklist
EAD Earliest Arrival Date/Entered Active Duty
EAM Emergency Action Message
EAP Emergency Action Procedures
ECG Emergency Coordination Group/Exercise Control Group
ECH Movement Echelon
ECS Equipment Concentration Site
ECSU Essential CONUS Support Units
ED Effective Date When Unit Enters Federal Active Duty
E-DATE Date of Status Change of a Unit
E-DAY STARTEX of Exercise
EDD Estimated Departure Date
EDDA Estimated Departure Date Air
EDDS Estimated Departure Date Sea
EDMIS Education Management Information System
EDRE Emergency Deployment Readiness Exercise
EDSS Equipment Deployment and Storage System
E-E Emergency-Essential
EEFI Essential Elements of Friendly Information
EHTR Emergency Highway Traffic Regulation
EMAS Exercise Message Analysis System
ENDEX End of Exercise
EOC Emergency Operations Center
EOP Emergency Operating Procedures
EPG Exercise Planning Guidance
EPW Enemy Prisoner of War
ERC Equipment Readiness Code
ERP Equipment Reception Party/Enroute Reporting Point
ERS Emergency Relocation Site
ESRD Equipment Shipment Ready Date
ET Equivalent Training
ETA Estimated Time of Arrival
ETD Estimated Time of Departure
EXMOVREP Expedited Movement Report
EXPLAN Exercise Plan

F

FA Field Artillery

FAA	Federal Aviation Administration/Functional Area Assessment
FAC	Force Accounting Code
FACTS	Facilities Assets Catalog and Tracking System
FAD	Force Activity Designator
FAS	Forces Accounting System
FCMEP	FORSCOM Mobilization Exercise Program
FEMA	Federal Emergency Management Agency
FGM	Force Generation Model
FM	Force Modules
FMC	Fully Mission Capable
FMP	FORSCOM Mobilization Plan
FOC	FORSCOM Operation Center
FORGEN	Forces Generation Report
FORMDEPS	FORSCOM Mobilization and Deployment Planning System
FORSCOM	Forces Command
FPC	Federal Port Controller
FRA	Federal Railroad Administration
FRN	Force Requirement Number
FSC	Federal Supply Class
FSP	Force Support Package
FSS	Fast Sealift Ship
FTM	Full-Time Manning
FTS	File Transfer Service/Federal Telephone System
FTSMC	Full-Time Support Management Center
FTTD	Full-Time Training Duty
FTUS	Full-Time Unit Support
FTX	Field Training Exercise
FY	Fiscal Year

G

GC	Gaining Command
GCC	Gaining Command Code
GCCS	Global Command and Control System
GCCS-A	Global Command and Control System-Army
GCCS-T	Global Command and control System-Top Secret
GCSS-A	Global Combat Support System-Army
GEOLOC	Geographic Location Code
GOCOM	General Officer Command
GOPAXS	Groups Operational Passenger System
GOTS	Government Off-The-Shelf
GPF	General Purpose Forces
GS	General Support
GSA	General Services Administration
GSF	General Support Forces
GSU	Garrison Support Unit
GWP	General War Plan

H

HHD	Headquarters and Headquarters Detachment
HHG	Household Goods
HN	Host Nation
HNS	Host Nation Support
HPA	Head of Processing Activity
HQDA	Headquarters, Department of the Army
HS	Home Station
HSC	Health Services Command

I

IAW	In Accordance With
IBS	Integrated Booking System
ICC	Interstate Commerce Commission
ICDT	Inter-Component Data Transfer
IDS	Individual Deployment Site
IDT	Inactive Duty Training
IET	Initial Entry Training
IMA	Individual Mobilization Augmentee
IMDP	Installation Mobilization and Deployment Plan
IMFL	Intensive Management Force List
IN	Infantry
IRR	Individual Ready Reserve
IRRAA	Individual Ready Reserve Activation Authority

IRPRS	Integrated Requirements and Purchase Request System
IRS	Information Reporting System
ISD	Information Systems Division
ISM	Installation Support Module
ISO	Installation Supply Officer/International Standards Organization
IS3	In-transit Security and Survivability System
ISSA	Inter/Intra Service Support Agreement
ISU	Internal Slingable Unit
ITAADS	Installation, The Army Authorization Document System
ITO	Installation Transportation Officer
IWS	Integrated Work Center

J

JA	Judge Advocate
JCC	Joint Coordination Center
JCS	Joint Chiefs of Staff
JDC	Joint Deployment Community
JDS	Joint Deployment System
JEEP	Joint Emergency Evacuation Plan
JET	Joint Editing Tool
JOPES	Joint Operational Planning and Execution System
JPEC	Joint Planning and Execution Community
JRX	Joint Readiness Exercise
JSCP	Joint Strategic Capabilities Plan
JSS	Joint Service Software
JSDTC	Joint Strategic Deployment Training Center
JTA-A	Joint Technical Architecture-Army
JTAO	Joint Tactical Air Operations
JTF	Joint Task Force
JTX	Joint Training Exercise
JULLS	Joint Universal Lessons Learned

K

KAPP	Key Asset Protection Plan

L

LAD	Latest Arrival Date
LAO	Logistics Assistance Office
LCC	Logistics Coordination Center
LDC	Land Defense of CONUS
L-HOUR	Specified Hour on C-Day When Deployment Commences
LIN	Line Item Number
L/L	Land Line
LOA	Letter of Agreement
LOC	Line of Communication
LOC CODE	Location Code
LOGCAP	Logistics Civil Augmentation Program
LOGMARS	Logistics Application of Automated Marking and Reading Symbols
LOGNET	Logistics Data Network
LOI	Letter of Instruction
LO-LO	Lift on - Lift off
LPEO	Local Public Employment Office
LSA	Logistics Support Agency
LTON	Long Ton

M

MA	Marshalling Area
MACDIS	Military Assistance for Civil Disturbance
MACOM	Major Army Command
MAILWAY	Electronic Mail Assistance
MAIRS	Military Air Integrated Reporting System
MAIT	Maintenance Assistance and Instruction Team
MAPS	Mobility Analysis and Planning System
MARAD	Maritime Administration
MARC	Multi-Technology Automated Reader Cards
MARS	Military Affiliate Radio System
MASSCHAT	Master Schedule of Activities
MAT	Mobilization Assistance Team
MATES	Mobilization and Training Equipment Site

MBODD	Mobilization Origin Departure Date
MBSAD	Mobilization Station Arrival Date
MC	Mission Capable
MCC	Movement Control Center
MCRF	Major Contingency Response Force
MCRR	Movement Control/Readiness Reporting
MCT	Movement Control Team
MD	Medical
MDATE	Mobilization Date
M-DAY	Mobilization Day; the Day On Which Full Mobilization Is Declared
MDZ	Maritime Defense Zone
MEDDAC	Medical Department Activity
MEDCEN	Medical Center
MEE	Minimum Essential Equipment
MEECN	Minimum Essential Emergency Communication Network
MEPCOM	Military Enlistment Processing Command
MEPS	Military Entrance Processing Station
METL	Mission Essential Task List
METS II	Mechanized Export Traffic System II
MHE	Materials Handling Equipment
MI	Military Intelligence
MICS	Management Information and Control System
MILSTAMP	Military Standard Transportation and Movement Procedures
MILVAN	Military-owned Demountable Container
MIS	Management Information System
MMC	Materiel Management Center
MMP	Mobilization Master Plan
MMRB	MOS/Medical Review Board
MOA	Memorandum of Agreement
MOB	Mobilization
MOBCON	Mobilization Movement Control
MOBEX	Mobilization Exercise
MOBLAS	Mobilization Level Application Software
MOB/ODEE	Mobilization Operations Deployment Employment Execution
MOBPERS	Mobilization Personnel System
MOBPLAN	Mobilization Planning
MOBPLANS	Mobilization Planning System
MOBTAADS	Mobilization Installation, The Army Authorization Document System
MOBTDA	Mobilization Table of Distribution and Allowances
MODE TO POE	Mode of Transportation to POE
MODS	Medical Occupational Data System
MOI	Memorandum of Instruction
MOPP	Mission Oriented Protective Posture
MORE	Mobilization of Retired Employees
MOU	Memorandum of Understanding
MP	Military Police
MPES	Mobilization Planning and Execution System
MPP	Mobilization Program Preassignment
MPRJ	Military Personnel Records Jacket
MRC	Major Regional Contingency
MRE	Meal Ready to Eat
MS	Mobilization Station
MSC	Military Sealift Command/Medical Service Corps/Major Subordinate Command
MSCA	Military Support to Civil Authorities
MSF	Mission Support Forces
MTA	Message Traffic Analysis
MTDA	Modified Table of Distribution and Allowances
MTMC	Military Traffic Management Command
MTMCEA	Military Traffic Management Command Eastern Area
MTMCWA	Military Traffic Management Command Western Area
MTOE	Modified Table of Organization and Equipment
MTON	Measurement Ton
MTW	Major Theater War
MUTA	Multiple Unit Training Assembly
MWR	Morale, Welfare, and Recreation

N

NAC	National Agency Check
NAP	Not Authorized for POMCUS/Not Authorized Prepositioning
NAP-D	Not Authorized for Prepositioning-Deferred
NBC	Nuclear, Biological, Chemical
NCA	National Command Authority
NCESGR	National Committee for Employer Support of the Guard and Reserve
NCOIC	Noncommissioned Officer in Charge
NCS	National Communications System
N-DAY	Unnamed Day Unit Notified for Deployment/Employment
NDRF	National Defense Readiness Fleet
NEO	NonCombatant Evacuation Operation
NGB	National Guard Bureau
NGR	National Guard Regulation
NPRN	National Port Readiness Network
NSC	National Security Council
NTAT	Not to Accompany Troops
NTRN	Non-Tactical Radio Networks

O

OAD	Operational Availability Date
OCAR	Office of the Chief, Army Reserve
OCIE	Organizational Clothing and Individual Equipment
OCONUS	Outside Continental United States
OCS	Officer Candidate School
OD	Ordinance
ODATE	Organization Date
ODR	Office of Defense Resources
ODT	Overseas Deployment Training
OIC	Officer in Charge
OMAR	Operations and Maintenance, Army Reserve
OPCON	Operation Control
OPLAN	Operational Plan
OPREP	Operational Reporting
OPSEC	Operations Security
OPSUM	Operations Summary
OPTEMPO	Operational Tempo
ORE	Operational Readiness Evaluation
OSC	On-Scene Commander (General Officer)
OSD	Office of the Secretary of Defense
OSUT	One Station Unit Training
OUTPROC	Outprocessing

P

PAO	Public Affairs Officer
PAT	Process Action Team
PAX	Passenger
PC	Personal Computer
PDO	Property Disposal Office
PERSLOC	Personnel (Post) Location
PERSCOM	U.S. Total Army Personnel Command
PERDDIMS	Personnel Deployment and Distribution Management Systems
PERL	Prepositioned Equipment Requirement List
PERMS	Personnel Records Management System
PERSREP	Personnel Report
PIN	Plan Identification Number
PIM	Position and Intended Movement/Pretrained Individual Manpower
PIP	Product Improvement Program
PIRC	Program to Improve Reserve Components
PLCP	Pre-mobilization Legal Counseling Program
PLL	Prescribed Load List
PLP	Pre-mobilization Legal Preparation
PLS	Pre-mobilization Legal Services
PMDL	Post-Mobilization Day Deployment List
PMITSP	Post-Mobilization Individual Training Support Plan (TRADOC)
PNOK	Primary Next of Kin

POC	Point of Contact
POD	Port of Debarkation
POE	Port of Embarkation
POI	Program of Instruction
POL	Petroleum, Oil and Lubricants
POM	Preparation for Overseas Movement
POMCUS	Pre-positioning of Materiel Configured to Unit Sets
PPA	PERSINS Processing Activity
PPBES	Planning, Programming, Budgeting, Execution System
PPBS	Planning, Programming, and Budgeting System
PPH	Power Projection Handbook
PPP	Power Projection Platform
PROFIS	Professional Officer Filler System
PRX	Port Readiness Exercise
PSA	Port Support Activity
PSB	Personnel Services Battalion
PSC	Personnel Service Company/Personnel Service Center
PSN	Position/Public Switched Network
PSP	Power Support Platform
PSRC	Presidential Selected Reserve Call-up
PSRD	Personnel Shipment Readiness Date
PSRO	Passenger Standing Route Order
PTSR	Postmobilization Training Support Requirement
PURE	POMCUS Unit Residual Equipment
PWRMS	Pre-positioned War Reserve Materiel Stocks
PWRS	Pre-positioned War Reserve Stocks

Q

QFF	Quick Fix Force
QM	Quartermaster
QUADCON	Quadruple Container

R

RAOC	Rear Area Operations Center
RAPOE	Regional Aerial POE
RAW	Reduction of Administrative Workload
RC	Reserve Component
RCAS	Reserve Component Automation System
RCRPL	Reserve Component Resource Priority List
RCU	Reserve Component Unit
RCUCH	Reserve Component Unit Commanders' Handbook
RCZ	Rear Combat Zone
RDA	Requirements Development and Analysis
RDD	Required Delivery Date
RDYLD	Ready to Load Date
READY REP	Operational Readiness Report
RECSTA	Reception Station
RF	Reinforcing Force
RFMSS	Range Facility Management Support System
RG	Readiness Group
RJE	Remote Job Entry
RMEC	Regional Military Emergency Coordinator
REPTOF	Reporting Officer
RF	Reinforcing Force
RLAS	Regional Level Application Software
RMA	Revolution in Military Affairs
RMAT	Real Property Management Tool
RMS	Resource Monitoring Subsystem
ROBCO	Requirement Objective Code
ROM	Reception and Onward Movement
RON	Remain Overnight
RO-RO	Roll On/Roll Off
RPA	Reserve Pay Account/Reserve Personnel Army
RPMA	Real Property Maintenance Activities
RQT	Rapid Query Tool
RRF	Ready Reserve Force
RRRF	Rapid Regional Response Force
RRSF	Rapid Response Support Force
RSC	Regional Support Command
RSG	Regional Support Group
RTB	Regional Training Brigades

RTMDIR	Ready To Move Date Directed

S

SA	Senior Advisor/Staging Area
SAA	Senior Administrative Assistant
SAILS	Standard Army Intermediate Level Supply System
SAAM	Special Assignment Airlift Mission
SAAS	Standard Army Ammunition System
SAMS	Standard Army Maintenance System
SARSS-O	Standard Army Retail Supply System-Objective
SAS	Special Airlift Summary
SBIS	Sustaining Base Information Services
SC	Signal Corps
SCIF	Sensitive Compartmented Information Facility
SCP	System Change Packages
SCT	Scout
SEDRE	Sealift Emergency Deployment Readiness Exercise
SGLI	Servicemen's Group Life Insurance
SI	Support Installation
SICC	Safeguard Inventory Control Center
SIDA	Single Integrated Data Base
SIDPERS	Standard Installation Division Personnel System
SIDPERS-WARTIME	Standard Installation Division Personnel System-Wartime
SITMAN	Situation Manual
SITREP	Situation Report
S&M	Scheduling and Movements
SMC	Site Movement Coordinator
SMCC	State Movement Control Center
SMP	Simultaneous Membership Program
SNOK	Secondary Next of Kin
SOB	State Operation Budget
SOF	Special Operations Forces
SOMS	State Operated Mobilization Station
SOP	Standard Operating Procedure
SORTS	Status of Resources and Training System
SOSO	State-Owned, State-Operated
SPBS-R	Standard Property Book System-Redesign
SPIREP	Special Intelligence Report
SPOD	Sea Port of Debarkation
SPOE	Sea Port of Embarkation
SPOEALD	SPOE Available to Load Date
SR	Strategic Reserve
SRA	Selected Reserve Augmentee (New Program of RT-1B Available at PSRC)
SRAAG	Senior Army Advisor National Guard
SRC	Standard Requirement Code
SRF	Summary Reference File
SRP	Sealift Readiness Program/Solder Readiness Processing
SSC	Special Security Command
SSC	Small Scale Contingency
SSI	Special Skill Indicator
STAMIS	Standard Army Management Information System
STANFINS	Standard Finance System
STARC	State Area Command
STARCEX	STARC Exercise
STARTEX	Start of Exercise
STATCO	Statistical Collection of Passenger Travel
STON	Short Ton
STRADS	Strategic Deployment System
STRAF	Strategic Army Forces
STRAHNET	Strategic Highway Corridor Network
STRUCE	Structure Strength, Enlisted
STRUCOW	Structure Strength, Officers & Warrants

T

TAA	Tactical Assembly Area
TAACOM	Theater Army Area Command
TAADS	The Army Authorization Document System
TACAN	Tactical Control and Navigation System
TACCS	Tactical Army CSS Computer System
TACDR	Theater Army Commander
TACP	Tactical Air Control Party
TACREP	Tactical Report
TAEDP	Total Army Equipment Distribution Program
TAG	The State Adjutant General; The Adjutant General
TALCE	Tanker Airlift Control Element
TAM	Training Assessment Model
TAMS	Technical Assistance and Management Services
TAP	The Army Plan
TAPDB-A	Total Army Personnel Data Base-Active
TAPDB-R	Total Army Personnel Data Base-Reserve
TAT	To Accompany Troops
TEA	Transportation Engineering Agency (MTMC)
TBEP	Training Base Expansion Plan
TC ACCIS	Transportation Coordinator Automated Command and Control Information System
TC AIMS	Transportation Coordinator Automated Information Management System
TCC	Transportation Component Command
TCMD	Transportation Control and Movement Document
TCP	Traffic Control Point
TCS	Temporary Change of Station
TD	Training Days
TDA	Table of Distribution and Allowances
TDR	Transportation Discrepancy Reporting
TEA	Transportation Engineering Agency
TELNET	Teleconferencing Network
TERARC	Territorial Area Command, (Puerto Rico, Virgin Islands, Guam)
TERMS	Terminal Management System
TEWT	Tactical Exercise Without Troops
TFG	Transportation Facility Guide
TGTM	Transportation Guidance Technical Manual
TISA	Troop Issue Subsistence Activity
TJAG	The Judge Advocate General
TLCF	Teleconference
TM	Technical Manual
TMOPS	TRADOC Mobilization and Operations Planning System
TOA	Time of Arrival/Transfer of Authority
TOE	Table of Organization and Equipment
TOFC	Trailer on Flat Car
TOPS	Transportation Operational Personal Property Standard System
TPFDD	Time Phased Force and Deployment Data
TPFDL	Time Phased Force and Deployment List
TP PK	Type Pack
TPSN	Troop Program Sequence Number
TPTRL	Time Phased Transportation Requirements List
TPU	Troop Program Unit
TR	Transportation Request
TRA	Temporary Restricted Areas
TRADOC	U.S. Army Training and Doctrine Command
TRANSCOM	U.S. Transportation Command
TRANSPROC II	Transition Processing II
TSB	Training Support Brigade
TSG	The Surgeon General
TSM	Training Support Materials/Terminal Support Module
TTAD	Temporary Tour of Active Duty
TTHS	Trainees, Transients, Holdees, Students
TTU	Transportation Terminal Unit
TUCHA	Type Unit Characteristic
TUDET	Type Unit Equipment Detail File
TVI	Technical Validation Inspection

U

UDF	Unit Data File
UIC	Unit Identification Code
UIS	Unit Identification System
ULCC	EUCOM Logistics Coordination Cell
ULLS	Unit Level Logistics System
UMC	Unit Movement Coordinator
UMD	Unit Movement Data
UMO	Unit Movement Officer
UMOC	Unit Movement Officer Course
UMR	Unit Manning Report
UNITREP	Unit Reporting
UPT	Unit Proficiency Training
USACOM	United States Atlantic Command
USAISC	United States Army Information Systems Command
USAMMA	U.S. Army Medical Material Agency
USAR	United States Army Reserve
USARC	United States Army Reserve Command
USARPAC	United States Army Pacific
USARRC	United States Army Reserve Readiness Command
USASOC	US Army Special Operations Command
USATC	United States Army Training Center
USCG	United States Coast Guard
USERID	User Identity
USEUCOM	U.S. European Command
USPFO	U.S. Property & Fiscal Office
USMTF	U.S. Message Text Format
USR	Unit Status Report
USSOCOM	US Special Operations Command
UTA	Unit Training Assembly
UTC	Unit Type Code
UTES	Unit Training Equipment Sites

V

VCSA	Vice Chief of Staff of the Army
VFAS	Vertical Force Accounting System
VTAADS	Vertical The Army Authorization Document System

W

WARTRACE	Not an Acronym
WCOMMCDE	Water Commodity and Special Handling Code
WETEP	Weekend Training Equipment Pool
WETS	Weekend Training Site
WHIST	Worldwide HHGS Information System For Traffic Management
WHNS	Wartime Host Nation Support
WMP	Weapons of Mass Destruction
WPS	Worldwide Port System
WRMS	War Reserve Materiel Stocks
WRSA	War Reserve Stocks for Allies

X

XMT	Exempt From Transmittal
XMTL	Transmittal

APPENDIX C: Glossary

Above The Line. Major combat forces of brigade or larger in size and certain unique, intensively managed units (e.g., Hawk battalions).

Active Duty (AD). Full-time duty in the active military service of the United States. A general term applied to all active military service without regard to duration or purpose.

Active Duty For Training (ADT). A tour of active duty to provide training for members of the reserve component. The tour of duty is under orders which provide a specific beginning date and number of days the training is to be performed. It includes annual training, special tours of active duty for training, school tours, and the initial tour performed by prior-service enlistees.

Active Guard Reserve (AGR). ARNG and USAR members assigned to Full-Time Manning positions throughout the Army structure.

Adjutant General (STATE). An individual appointed by the governor of a State to administer the military affairs of that State. The Adjutant General (TAG) may be Federally recognized as a general officer for tenure of office, provided he/she meets the prescribed requirements and qualifications. However, he/she may be appointed and serve in that capacity without Federal recognition.

A-Hour. The time designated by the Joint Chiefs of Staff at which generation of non-alert forces will commence.

Alert. Readiness for action. The period of time during which troops stand by in response to an alarm. Also, any form of communication used by Department of the Army, or other competent authority, to notify ARNG or USAR unit commanders that orders to active duty are pending.

Annual Training Evaluator Augment System (ATEAS). System manages evaluators and supports annual training sites.

Annual Unit Training On-Line System (AUTOS). Supports site and date scheduling of Annual Training. Also feeds evaluator forms to ATEAS. Proponent: FORSCOM G3.

APORTS. A file of free world aerial ports and air operating bases maintained by JOPES to support JSCP requirements.

Army Crisis Action System. Contains guidance for the conduct of Army operations during emergency and time-sensitive situations. It also delineates internal Army staff responsibilities and specific actions required for planning and execution of Army tasks, including mobilization and deployment of forces during crises.

Army Mobilization Operations Planning and Execution System (AMOPES). The single integrated mobilization and deployment planning system used as the Army implementor of the JSCP. AMOPES provides administrative and operational guidance to Army agencies, commands, and component commands of unified commands for the employment and support of Army forces.

Army Mobilization Plan. The collection of the mobilization plans of HQDA and the MACOMs. Used to establish procedures for mobilization execution within HQDA and each MACOM.

Army Standard Information Management System (ASIMS). The Army common user platform used to meet the specific requirements of main frame supported STAMIS operated to support specific functional areas. ASIMS platforms are located at four Defense Mega Centers located at Rock Island, IL; Chambersburg, PA; St. Louis, MO; and Huntsville, AL. The ASIMS platforms are considered general support or common user processors.

Augmentation Forces. Forces to be transferred to operational command of a supported commander during execution of an OPLAN.

Apportionment. The resources made available to a commander for deliberate planning. Apportioned resources are used in development of operation plans and may be more or less than those allocated for execution planning or actual execution.

Authorized Level of Organization (ALO). ALO establishes the authorized strength and equipment levels for units. ALO may be expressed in numerically or letter designated levels representing percentages of full manpower spaces (e.g., ALO 1 is 100%; ALO 2, approximately 90 percent; ALO 3, approximately 80%; ALO 4 approximately 70%). The JCS term "Readiness Rating Limitations" is synonymous with ALO for Army unit status reporting.

Authorized Strength. The total number of personnel prescribed in the authorized column of an approved manpower authorization document of a unit. Examples are tables of organization and equipment, tables of distribution and allowances, unit manning documents, and modified tables of organization and equipment.

Availability Date. The date after notification or mobilization by which forces will be marshaled at their home station or mobilization station and available for deployment.

Available To Load Date. The planning date a unit would be available to outload at a POE.

Base Development Plan. A plan for facilities, installations, and bases required to support military operations.

Below The Line. Combat Service and Combat Service Support units and all other units not on the Troop Program Sequence Number of Above the Line units.

Bulk Cargo. Cargo which can be loaded on a 463L pallet without exceeding any of its usable dimensions, 104 inches by 84 inches, and not exceed 96 inches in height.

Captain of the Port. The officer designated by the Coast Guard Commandant for the purpose of giving immediate direction to Coast Guard law enforcement activities within an assigned area.

C-Day. The unnamed day for planning, on which movement commences in a deployment operation in support of a crisis. The deployment may be movement of troops, cargo, weapon systems, or a combination of these elements utilizing any or all types of transport. All movement required for C-day preparatory actions or pre-positioning of deployment support is expressed relative to this day as negative days. For execution the actual day is established under the authority and direction of the Secretary of Defense.

Center Level Application Software (CLAS). CLAS is a microcomputer-based, multifunctional applications software package developed to run under Microsoft DOS using PC FOCUS. CLAS performs cost effective, automated support at unit/company level and provides the capability to manage assets and prepare reports required locally or by higher headquarters. Standard reports can be generated and transactions processed for various personnel, financial, logistics, mobilization and training requirements. There are eight major modules in CLAS. These are:

-Personnel	-Intelligence
-Operations	-Training
-Logistics	-Resource Management
-Mobilization	-Utilities

Classes of Supply. The grouping of supplies, by type, into 10 categories to facilitate supply management and planning. Major classes are:

Class I.	Rations and gratuitous issue of health, morale, and welfare items
Class II.	Clothing, individual equipment, tentage, tool sets, and administrative and housekeeping supplies and equipment
Class III.	Petroleum, oil, and lubricants
Class IV.	Construction materials
Class V.	Ammunition
Class VI.	Personal demand items sold through post exchanges
Class VII.	Major end items such as tanks, armored personnel carriers, and helicopters.
Class VIII.	Medical
Class IX.	Repair parts and components for equipment maintenance
Class X.	Nonstandard items to support nonmilitary programs such as agriculture and economic development

Command Readiness Program (CRP). The CRP is a program structured to educate and assist senior officers in dealing with complex command problems. FORSCOM conducts a CRP annually.

Component Code (COMPO). A one-position code used to identify Army status of each organization.

a. COMPO 1 - Active Army

b. COMPO 2 - ARNG
c. COMPO 3 - USAR

NOTE: COMPO 4 and 6 have been replaced by "Force Expansion units for Full or Total Mobilization."

Computerized Movement Planning and Status System (COMPASS). A FORSCOM-unique system designed to support unit movement planning requirements for AC and RC units. This system provides strategic movement requirements data in Automated Unit Equipment List (AUEL) format, which reflects the home station to mobilization station movement profile for RC units and the go-to-war equipment profile of deploying units.

Contingency Response (CORE). CORE is an MTMC program aligning key senior transportation management officials of DoD, other Federal agencies, and the transportation industry. These officials form a rapid response team with quick reaction procedures to identify, prevent, or overcome shortfalls of transportation resources in support of DoD during contingencies and mobilization.

Continuity of Operations Plan (COOP). A classified document that provides information facilitating continuity of operations during and after relocation to alternate headquarters in the event of actual or possible nuclear attack.

CONUS Replacement Center (CRC). A portion of the wartime Army replacement system used for marshalling non-unit personnel in preparation for deployment.

Coordinating Installation (CI). An installation assigned to coordinate specified types of intra-service support within a prescribed geographical area.

Crisis Action System. A process that provides a framework for developing and exchanging time-sensitive information within the deployment community for evaluating military courses of action and producing the operations orders necessary to carry out the decisions of the National Command Authority.

Cross-Level. Reallocation or reassignment of personnel, or the act of effecting transfer in control, utilization, or location of materiel at an installation, regardless of MACOM, as directed by the installation.

Daily Orders, Ledgers, and Finance System (DOLFINS). Enables MUSARCs to prepare Annual Training and Active Duty Training orders, and account for RPA funds. A consolidated report of fund usage is transmitted from the MUSARC, through the CONUSA data center, to the regional Designated Reserve Entry Pay Office (DREPO). This information is entered into Standard Financial System (STANFINS). Proponent: USARC.

D-Day. The unnamed day on which a particular operation commences or is to commence.

Date Required to Load. The date a unit must out-load at an installation to meet its assigned in-theater arrival date in support of a specific OPLAN.
Defense Readiness Conditions (DEFCON). A uniform system of progressive alert postures for use by JCS, unified and specified commands, and the Services. Conditions are graduated to match situations of varying military severity or status of alert.

Deliberate Planning. Operation planning tasks assigned by JSCP or other directive and performed using procedures outlined in JCS Pub 5-02.1, .2, and .3 (JOPES I, II, and III).

Delinking. The overseas movement of deploying personnel in critical support units in advance of unit equipment. These personnel augment key logistic activities in-theater pending arrival of their unit's equipment via sealift. At that time, these personnel link up with their equipment and proceed with the unit's original mission.

Deployment. The relocation of forces to desired areas of operation.

Deployment Data Base. The data base containing the necessary information on forces, materiel, and filler and replacement personnel movement requirements to support execution. The data base reflects information contained in the refined TPFDD or data developed during the various phases of a crisis and the movement schedules or tables developed by the USTRANSCOM components to support the deployment of required forces, personnel, and materiel.

Domestic Emergencies. Emergencies affecting public welfare and occurring within the United States or its territories and possessions as a result of enemy attack, insurrection, civil disturbance, or natural disasters which endanger life and property or disrupt the usual process of government.

Draft Contract. A contract with a vendor for wartime production of a specific product with provisions for necessary preplanning in peacetime and for immediate execution of the contract upon receipt of proper authority.

Drawdown. Removing personnel or equipment from a unit which temporarily causes the losing unit to fall below C3 status in assigned strength or equipment on-hand.

Earliest Arrival Date (EAD). A day that is specified by a planner as the earliest date when a unit can be accepted at a port of debarkation during a deployment. Used with the latest arrival date (LAD), it defines a delivery window for transportation planning.

Early Deploying Units. Units deploying within the first 44 days in support of a specific OPLAN.

Echelon. Movement echelon. A data control field used to group equipment items within the unit movement data master file for some specific purpose (dependent upon the type data code application).

Economic Mobilization. Process of preparing for and carrying out changes in the organization and functioning of the national economy to provide the most effective use of resources in a national emergency.

E-Date. The effective date of any change in unit status. For mobilization planning two E-dates are critical:

a. The date an RC unit is ordered to active Federal status.
b. The date a unit is transferred from Army operational control to the operational control of a unified command.

Embarkation. The loading of troops with their supplies and equipment into ships or aircraft.

Enroute Reporting. A point on a convoy route at which the convoy commander is required to report to the appropriate State Movement Control Center (SMCC).

Estimated Deployment Date (EDD). An estimate of the earliest date after the available to load date (ALD) on which each movement requirement could leave the port of embarkation. Movement date to an APOE is labeled as EDDA and to a SPOE as EDDS.

Execution Planning. The phase of operation planning in which the plan is adjusted and refined as required by the prevailing situation and translated into an operation order that can be implemented at a designated time.

F-Hour. The effective time of announcement by the Secretary of Defense to the military departments of a decision to mobilize RC units.

Fill Action. A levy on the personnel resources of the AC and IRR directed by DA to meet personnel requirements incident to partial or full mobilization.

Force List. The total list of forces required by an OPLAN including assigned forces, augmentation forces, and other forces to be employed in support of the plan.

Force Module. A grouping of combat, combat support, and combat service support forces together with their appropriate nonunit-related personnel and supplies for a specified period of time, usually 30 days. The elements of force modules are linked together or uniquely identified so that they may be extracted from or adjusted as an entity in the TPFDD to enhance flexibility and usefulness of the operation plan during a crisis.

Force Requirement Number (FRN). The alphanumeric code used to identify force entries (UTC) in a given operation plan TPFDD.

Force Shortfall. A deficiency in the number of types of units available for planning within the time required for the performance of an assigned task.

FORSCOM Mobilization and Deployment Planning System (FORMDEPS). FORSCOM regulation that provides guidance and procedures and assigns responsibilities for planning within FORSCOM, other MACOMs, subordinate commands, mobilization stations, and RC units.

FORSCOM Mobilization Plan (FMP). FORSCOM Reg 500-3-1 provides priorities, guidance, procedures, and schedules for the mobilization of RC units and individuals.

General Support Forces (GSF). The sum of Army forces available to support the CONUS base.

H-Hour. The specific time at which a particular operation commences or is due to commence.

Home Station (HS). The permanent location of active units and ARNG and USAR units (location of armory or reserve center).

I-Day. The unnamed day on which intelligence indicators are recognized.

Immediate Mobilization. Full Mobilization in the event of attack on CONUS or a nuclear attack.

Inactive Duty Training (IDT). Authorized training performed by a member of the RC not on active duty or active duty for training and consisting of regularly scheduled unit training assemblies, additional training assemblies, periods of appropriate duty or equivalent training, and any special additional duties authorized for RC personnel.

Individual Mobilization Augmentee (IMA). Individual members of a Service's Selected Reserve who have an annual training requirement and are preassigned to a wartime required man-power authorization. In addition to filling these authorizations upon mobilization, IMA may also be ordered to active duty under the 200,000 Presidential Selected Reserve Call-up Authority.

Individual Ready Reserve (IRR). Consists of members of the Ready Reserve not assigned to the Selected Reserve and not on active duty. These reservists may be mobilized:

a. To provide filler requirements for AC units.
b. To form new active force units.
c. To replace combat losses.

Industrial Mobilization. The transformation of industry from its peacetime activity to the industrial program necessary to support the national military objectives. It includes the mobilization of material, labor, capital, production facilities, and contributory items and services essential to the industrial program.

Industrial Preparedness Program. Plans, actions, and measures for the transformation of the industrial base, both government owned and civilian-owned, from its peacetime activity to the emergency program necessary to support the national military objectives. It includes industrial preparedness measures such as modernization, expansion, and preservation of the production facilities, and contributory items and services for planning with industry.

Installation Support Module (ISM). ISMs are standard functional procedures packaged into automated modules integrating day-to-day installation business processes. They are designed to enhance installation management by providing a capability to share accurate and timely information at various levels of installation management while also meeting the needs of tenant activities. The first seven ISM modules fielded to 28 ISM sites, are:

- Drug and Alcohol Management Information System (DAMIS)
- Education Management Information System (EDMIS)
- Transition Processing (TRANSPROC)
- Master Schedule of Activities (MASSCHACT)
- Personnel Locator (PERSLOC)
- In-processing (INPROC)
- Out-processing (OUTPROC)

Currently, two additional modules are being fielded. These are:

- Central Issue Facility (CIF)
- Dental Readiness (DENTRAD) (OUTPROC)

Installation, The Army Authorization Document System (ITAADS). ITAADS is the installation-level version of the Vertical The Army Authorization Document System (VTAADS).

Intercomponent Data Transfer (ICDT). ICDT is an initiative to standardize information to be exchanged between the master personnel data bases of the components of the Total Army. Upon mobilization of RC units or individuals, ICDT would provide previously captured record data to the mobilization stations.

Joint Deployment Community (JDC). Those headquarters, commands, and agencies involved in the training, preparation, movement, reception, employment, support, and sustainment of military forces assigned or committed to a theater of operations or objective area. The JDC usually consists of JCS, the Services, certain Service major commands including the Service wholesale logistic commands, unified commands and their Service component commands, TOA, MTC, joint task forces as applicable, DLA, and other Defense agencies as may be appropriate to a given scenario.

Joint Operation Planning and Execution System (JOPES). The DoD-directed, JCS-specified system used in planning global and regional joint military operations. Provides the National Command Authorities (NCA) with a modernized information processing system to support (1) conventional planning and execution of joint mobilization, deployment, employment, and sustainment operations and exercises; (2) monitoring of resources and unit status to support conventional planning and execution; and (3) reporting of information defined in the Joint Reporting Structure (JRS).

Joint Strategic Capabilities Plan (JSCP). The JSCP contains the military strategy to support the national security objectives and the derived military objectives. It gives guidance, based on projected military capabilities and conditions during the short-range period, and task assignments to the CINCs and the Chiefs of the Services for accomplishment of military tasks. It apportions forces and lift assets available for planning.

Land Defense of CONUS (LDC). Those measures and actions taken to defend the 48 contiguous states and the District of Columbia against an outside landed threat, terrorist activity and sabotage. LDC will ensure protection of key assets and critical facilities. Use of military forces for LDC operations will be based upon national priorities as established by NCA and the ability of local law enforcement agencies to handle the situation.

Latest Arrival Date (LAD). A date that is specified by a planner as the latest date when a unit can arrive and complete unloading at the port of debarkation and support the concept of operations.

L-Hour. The specific hour at which a deployment operation commences or is due to commence on C-day.

Long Ton. 2,240 pounds.

M-Day. For planning purposes, M-day will be a 24-hour period. The Chairman, Joint Chiefs of Staff, will announce M-day for execution when necessary mobilization action is taken by higher authority. For deliberate planning, M-day is the day the NCA declares Full Mobilization subsequent to congressional declaration of national emergency. M-day is not the day Partial Mobilization is initiated.

Major US Army Reserve Command (MUSARC). An encompassing term used to describe an ARCOM, GOCOM or Regional Support Command.

Maritime Defense Zone (MARDEZ). MARDEZ is a U. S. Navy Command divided into Atlantic and Pacific zones (COMUSMARDEZLANT and COMUSMARDEZPAC) with a basic mission of coastal warfare and defense. Zones are divided into sectors and sub-sectors. Zones are commanded by USCG Vice Admirals; sectors by USCG/USN Rear Admirals; and sub-sectors by USCG/USN Captains/Commanders. The zone commanders report to their respective USN fleet CINCs. The missions of MARDEZ are similar in scope and intent to the Land Defense of CONUS, Military Support to Civil Defense, and Key Asset Protection Program missions of FORSCOM.

Marshalling Area (MA). The geographic location where a deploying unit will assemble, hold, and organize supplies and/or other equipment for onward movement.

Marshalling Area Control Group (MACG). Command, control and coordination elements that are assigned to the SUPCOM and are deployed to each functioning marshalling area and staging area. The MACG will serve as the primary SUPCOM interface with deploying units.

Measurement Ton. The unit of volumetric measurement of equipment associated with surface-delivered cargo. Measurement tons equal total cubic feet divided by 40 (1MTON 40 cubic feet).

Mobilization. The process by which the Armed Forces or part of them are brought to a state of readiness for war or other national emergency. This includes activating all or part of the RC, as well as assembling and organizing personnel, supplies, and material.

a. ***Total Mobilization***. Expansion of the active force by organizing and activating additional units beyond the existing approved troop basis to respond to requirements in excess of the troop basis, and the full mobilization of all national resources needed to round-out and sustain such forces.

b. ***Full Mobilization***. Expansion of the active force resulting from action by Congress and the President to mobilize all RC units in the existing approved force structure, all individual reservists, and the material resources needed for these units.

c. ***Partial Mobilization***. Expansion of the active force (short of Full Mobilization) as a result of action by Congress or the President to mobilize RC units and individual reservists to meet all or part of the requirements of a particular contingency and operational war plans.

d. ***Selective Mobilization***. Expansion of the active force by mobilization of RC units, by authority of Congress or the President, to satisfy an emergency requirement for a force tailored to meet a specific requirement (such as civil disturbances or other domestic situations where Federal Armed Forces may be used to protect life, Federal property and functions, or to prevent disruption of Federal activities). A Selective Mobilization differs from Partial Mobilization in that it normally would not be associated with requirements for contingency plans involving external threats to the national security.

Mobilization and Training Equipment Site (MATES). A site at which a portion of an ARNG unit's authorized equipment is positioned by direction of Chief, National Guard Bureau, and maintained to support unit mobilization and training.

Mobilization Chain. The chain of command, effective upon notification of mobilization, that commands and guides the mobilization process.

Mobilization Deployment Planning. The use of procedures and systems for planning, coordinating, and monitoring movements and deployments of mobilized forces and materiel to meet military objectives.

Mobilization Entity. A unit which is organized under an approved authorization document (TOE or TDA), implemented by general order, and which mobilizes as one entity. All sub-elements are organic and have a common troop program sequence number and a common mobilization station. A battalion with organic companies would be a mobilization entity.

Mobilization Movement Control (MOBCON). A DA-approved program to establish a movement control center in each STARC. The movement control center will collect, analyze, and consolidate all DoD organic movements and develop a master movement plan for mobilization and deployment.

Mobilization Personnel Structure and Composition System. An automated system providing mobilization personnel requirements in support of mobilization planning.

Mobilization Personnel System (MOBPERS). MOBPERS is undergoing a major redesign effort. Current system functions no longer support the mobilization process in entirety. Although the system can still place accessioning data at installations for mobilized soldiers and can order individuals to active duty, the process is slowed because of batch processing that attempts to associate individuals against unit requirements. Redesign efforts are dependent on ICDT programs and will focus on mobilization of individual ready reservists to selected TRADOC installations and mobilization of individual mobilization augmentees and retirees to designated installations/organizations. RCAS, when fully fielded, will provide the automated capability to manage RC unit personnel data and feed it to the TAPDB.

Mobilization Planning and Execution System (MPES). An automated system in GCCS to provide time-phased, scenario-specific mobilization deployment deliberate planning data.

Mobilization Site. The designated location where an RC unit mobilizes or moves to after mobilization for further processing, training, and employment. Differs from a mobilization station in that it is not necessarily a military installation and it does not have the stand-alone capability.

Mobilization Table of Distribution and Allowances (MOBTDA). An authorization document that shows the planned mobilization mission, organizational structure, and personnel and equipment requirement for table of distribution and allowances units.

Modified Deployment. A modified deployment unit is an RC unit that moves its equipment to an SPOE and unit personnel to an MS with a subsequent move to an APOE.

Movement Control Teams (MCT). Transportation elements that will be located at all functioning APOD and SPOD to arrange for reception and onward movement of deploying unit personnel and equipment.

Movement Schedule. A time-phased assignment of lift resources used to move personnel and cargo included in a specific movement increment. Arrival and departure times at POE are detailed to show a flow and workload at each location. To be usable, a movement schedule must be sufficiently detailed to support plan implementation.

Movement Table. Prepared by TOA for each force requirement and each non-unit-related personnel or cargo increment of the TPFDD concerning the scheduled movement from the origin or POE, intermediate location, POD, or destination. It is based on the estimated or planned availability of lift resources and is not an execution document.

National Command Authority (NCA). The President and the Secretary of Defense or their deputized alternates or successors.

N-Day. For planning purposes, N-day will be a 24-hour period. For deliberate planning, it is the day active forces are notified by the Chairman, Joint Chiefs of Staff, to prepare for deployment, employment, or redeployment. N-day is assumed to be the same as M-day in those tables listing forces that require mobilization. However, at execution N-day may be independent of the outbreak of hostilities (D-day) or mobilization (M-day).

National Security Emergency. Any occurrence including natural disaster, military attack, technological emergency, or other emergency, that seriously degrades or seriously threatens the national security of the United States.

Non-Air Transportable. Cargo that exceeds dimensions of the C-5A cargo compartment; cargo that exceeds the dimensions of either of the following:

a. 1,465 inches length by 156 inches wide by 162 inches high
b. 1,465 inches length by 228 inches wide by 114 inches high

OMNI. A data base designed to provide a single source of command and control data for SORTS, the Annual Training Evaluation System (ATE), and the Site/Date Scheduler System (SDSS) for all units on which FORSCOM is the SORTS reporting organization. OMNI also maintains data on selected units that belong to other major commands, both CONUS and OCONUS.

Operational Control (OPCON). The authority delegated to a commander to perform those functions of command over subordinate forces involving the composition of subordinate forces, the assignment of tasks, the designation of objectives, and the authoritative direction necessary to accomplish the mission. OPCON normally gives full authority to organize forces as the operational commander considers necessary. It does not, of itself, include administrative or logistic responsibility, discipline, internal organization, or unit training.

Operation Plan in Concept Format (CONPLAN). An operation plan in an abbreviated format which would require considerable expansion or alteration to convert it into an OPLAN or OPORD.

Organic Cargo. Non-TDA cargo that is either prepositioned or will be transported via organic resources and does not require TDA support.

Outsize Cargo. Cargo that exceeds the capabilities of the C-141 aircraft. It is considered outsize when it exceeds 826 inches in length, or 117 inches in width of 105 inches in height.

Oversize Cargo. Exceeds the usable dimensions of a 463L pallet loaded to the design height of 96 inches but is equal to or less than 1,090 inches in length, 117 inches in width, and 103 inches in height.

P-Day. That point in time at which the rate of production of an item available for military consumption equals the rate at which the item is required by the Armed Forces (JCS Pub 1).

Plan Maintenance. The process that allows a supported commander to incorporate changes to time-phased force and deployment data that have occurred since TPFDD refinement. At a minimum, the initial portion if the TPFDD updated to insure currency of deployment data. Plan

maintenance may also be used to update a TPFDD for JCS submission in lieu of refinement.

POMCUS Unit Residual Equipment (PURE). Equipment remaining in CONUS after a unit deploys.

Port of Debarkation (POD). An aerial port (APOD) or seaport (SPOD) within the theater of operations where the strategic transportation of forces is completed. It may not be the final destination of a force.

Port of Embarkation (POE). An aerial port (APOE) or seaport (SPOE) at which troops, units, military sponsored personnel, unit equipment, and materiel board and/or are loaded.

Prepositioned War Reserve Material Stocks (PWRMS). Those stocks in theater to meet anticipated wartime material requirements prior to opening the sea line of communications.

Prepositioning of Material Configured to Unit Sets (POMCUS). POMCUS is unit equipment stored in a ready to use condition and configured in unit sets in contrast to depot storage configuration.

Presidential Selected Reserve Call-Up Authority. Provision of public law that provides the President authority to order to active duty for any operational mission, without a declaration of national emergency, up to 200,000 members of the Selected Reserve (all services total), for not more than 270 days.

R-Day. The day hostile forces are first prepared to attack.

Ready to Load Date (RDYLD). The date a unit is projected as capable of departing an installation (origin or mobilization station) enroute to a Port of Embarkation (POE).

Reassigned Personnel IMA. Members who have been preassigned by ARPERCEN to specific mobilization positions and RA/AUS retired personnel who have been issued orders to report to a specific mobilization station, effective upon media announcement of Full Mobilization. Orders for IMA personnel may be issued by ARPERCEN upon announcement of the Presidential 200K Call-up authority.

Redistribution. Reallocation or reassignment of personnel, or the act of effecting transfer in control, utilization, or location of material between Army installations as directed by an intermediate or MACOM headquarters.

Red TAT. Cargo which must arrive at the overseas destination before or concurrently with troops. If accompanying troops, the cargo need not be accessible during the voyage.

Required Delivery Date (RDD). The date a unit is required to arrive at a specific destination (major unit assembly area/operational area) and complete unloading in support of a specific OPLAN.

Requirements Development and Analysis (RDA). The RDA is the primary application in GCCS to populate, edit, and analyze TPFDDs. It supports force, deployment, and transportation planners and operators in both peacetime (deliberate) and time-sensitive (crisis action and exercise) planning as well as deployment execution.

Reserve Component Automation System (RCAS). RCAS is an automated information system which supports decision-making needs of commanders, staffs, and functional managers responsible for reserve

component forces. It uses state-of-the-art office automation, telecommunications, distributed data bases, and processing capability to provide timely and accurate information to plan, prepare, and execute mobilization. It also is designed to improve the accomplishment of routine administrative tasks, It is a self-sufficient system capable of exchanging data with related information systems in the active and reserve components.

Reserve Components (RC). Reserve components include: the Army National Guard; the Army Reserve; the Marine Corp Reserve; the Air National Guard; the Air Force Reserve; the Naval Reserve; and the Coast Guard Reserve. Each reserve component has three reserve categories: a Ready Reserve, a Standby Reserve, and a Retired Reserve. In addition, a portion of the Ready Reserve is designated as the Selected Reserve.

Retired Reserve. Consists of those individuals whose names are placed on the Reserve Retired list. Members of the Retired Reserve may, if qualified, be ordered to active duty involuntarily in time of war or national emergency declared by Congress, or when otherwise authorized by law, and then only when it is determined by the Service secretaries that adequate numbers of qualified individuals in the required categories are not readily available in the Ready Reserve or in active status in the Standby Reserve.

Scheduling and Movement (S&M). The S&M application is the focus within JOPES for command and control information on deployment activity and status. S&M functions as a vehicle to schedule, allocate, manifest, report, and track movement of OPLAN requirements. S&M is the essential element in providing the status of force disposition during the deployment phase of crisis action operations and is the primary means of controlling redeployment.

S-Day. The day the President authorizes the ordering of not more than 200,000 members of the Selected Reserve to active duty for up to 90 days with the possible extension of up to an additional 90 days. For purposes of this document, the Selected Reserve callup is not a part of Partial or Full Mobilization but provides the foundation for further expansion of the active Armed Forces (such as partial mobilization).

Shipping Configuration. The manner in which an item is prepared for shipment.

Short-Ton (STON or S/T). The unit of measure (2,000) for equipment or supplies other than Class III.

Significant Change. As applied to UMD, a significant change is one which materially affects the movement problem or solution. For example, a change in either passenger or cargo movement requirements which will increase or decrease the need for transportation equipment (aircraft, rail cars, buses, trucks, etc.) will materially affect the movement solution.

Standard Army Intermediate Level Supply System (SAILS). An integrated supply and financial management system designed to accomplish all stock control, supply management, and related financial management functions between the CONUS wholesale level and the direct supply level systems for supply classes II, III, IV, VII, VIII, and IX.

Standard Finance System (STANFINS). Provides support for financial management of consumer funds. It automates financial transactions and major operating requirements of installation finance and accounting activities by creating and maintaining financial data bases for retrieval of local statistical reporting and producing reports and automated data for higher headquarters.

Standard Installation/Division Personnel System (SIDPERS). An automated system controlled and maintained by DA, designed to support the personnel strength and management information needs of field commanders and their staffs.

Standard Installation/Division Personnel System United States Army Reserve (SIDPERS-USAR). Provides field users with standardized information needed to manage personnel assets of their respective commands. Supports commanders and planners by providing personnel data on a recurring basis to automated systems which directly support mobilization functional processes.

Standard Installation/Division Personnel System Wartime (SIDPERS-Wartime). A processing mode of the SIDPERS system, controlled and maintained by DA, designed to support the automated personnel strength and management information needs of field commanders and their respective staffs. During wartime, SIDPERS functions are reduced to meet only minimum essential needs.

Standard Requirements Code (SRC). A basic set of codes integral to each current table of organization and equipment for the purpose of expressing each and every possible combination or variation thereof, which, when associated with organization data, is the basis for personnel and supply computations.

Standby Reserve. Those units and members of the RC (other than those in the Ready Reserve or Retired Reserve) who are eligible for active duty only after the Secretary of the Army, with the approval of the Secretary of Defense, determines that there are not enough of the required kinds of units or members in the Ready Reserve in the required category who are readily available.

State Area Command (STARC). A mobilization entity within the ARNG State Headquarters and Headquarters Detachment that is ordered to active duty when ARNG units in that state are alerted for mobilization. It provides for control of mobilized ARNG units from home station until arrival at mobilization station. It is also responsible for planning and executing military support for civil defense, land defense plans under the respective area commander, and military family assistance.

State Movement Control Center (SMCC). The agency responsible for performing the convoy movement control responsibilities of The Adjutant General of each state.

Status of Resources and Training System (SORTS). A DoD system which provides basic identity, status, and readiness information about organizations of the Armed Forces to JCS. The Army standard system for unit readiness data input will be the Army SORTS (ASORTS).

Stop-Loss. A series of actions in time of war or national emergency related to extensions of terms of service and periods of obligation for recall to stop the outflow of both active and reserve component personnel that might otherwise be lost to retirement, resignation, discharge, and separation. Accomplished via authority contained in Title 10, United States Code, section 673c; 10 USC 565 and 599; and 14 USC 275 and 367.

Strategic Reserve. That quantity of materiel over the stockage level placed in a particular geographic location due to strategic considerations or in anticipation of major interruptions in the supply distribution systems.

Structure Strength. ALO 1, full TOE and TDA strength.

Supercargo. Personnel that accompany cargo onboard a ship for the purpose of accomplishing enroute maintenance and security.

Supported Commander. The commander having primary responsibility for all aspects of a task assigned by the JSCP or by other authority. This term also refers to the commander who originates OPLAN in response to requirements of the JCS.

Supporting Commander. A commander who provides augmentation and reinforcement forces or other support to a supported commander or who develops a supporting plan.

Supporting Forces. Forces stationed in, or to be deployed to, an area of operations to provide support for the execution of an OPLAN. Operational command of supporting forces is not passed to the supported commander.

Supporting Plan. An OPLAN prepared by a supporting commander or a subordinate commander to satisfy the requirements of the supported commander's plan.

Sustaining Base Information Services (SBIS). The SBIS Program will replace MACOM and installation automation suites with standardized Open Systems Environment (OSE) automation platforms. This will promote future technology insertion and enhance application software portability, interoperability, and data sharing. This program represents the Army's plan to modernize current sustaining base infrastructure (hardware, software, and communications) and migrate to an Open System Environment (OSE) over the next ten years.

Tactical Army Combat Service Support Computer System (TACCS). The portable computer system designed to run STAMIS applications at unit level.

T-Day (Partial Mobilization). The effective day coincident with the Presidential Declaration of National Emergency or the day that 10 USC 673 is invoked by the President in furtherance of an existing national emergency, IAW the National Emergencies Act, Title 10 USC, Section 1631 to mobilize (not more than 1,000,000 exclusive of the 200,000 callup) Ready Reserve and the resources needed for their support for a period not more than 24 months.

Terminal Management System (TERMS). TERMS is an on-line system at CONUS water terminals used for receipt, planning, inventory, and movement and control of ocean cargo.

Terminal Operations. The reception, processing, and staging of passengers; the receipt, transient storage, and Marshalling or cargo; the loading and unloading of ships or aircraft; and the manifesting and forwarding of cargo and passengers to a destination.

Theater. The geographical area outside the CONUS for which a commander of a unified command has been assigned military responsibility.

Throughput. Traffic expressed as an average daily capability of measurement tons, short tons, and passengers that can be moved into and through sea and aerial ports. The total port movement capability is a function of reception, discharge, and clearance--the lesser of these is the estimated throughput.

Time-Phased Force and Deployment Data (TPFDD). The computer-supported data base portion of an operation plan that contains time-phased force data, non-unit-related cargo personnel data, and movement data for the operation plan. Information includes in-place units, prioritized arrival of units deployed to support the OPLAN, routing of forces to be deployed, movement data associated with deploying forces, estimates of non-unit-related cargo, and personnel movements to be conducted concurrently with deployment of forces, and estimates of transportation requirements.

Time-Phased Force and Deployment List (TPFDL). A listing that identifies type units to support a particular operations plan and provides data concerning their routing from origin to destination.

Trainees, Transients, Holdees, Students (TTHS) Account. The TTHS account is the only source of personnel managed by PERSCOM for mobilization and war planning. The account is used to provide theater filler and casualty replacement personnel in support of an OPLAN. During peacetime, the account contains approximately 100,000 personnel. However, the number planned for and the number actually available for support of an OPLAN is substantially reduced based on the fully trained portions of the account.

a. ***Trainees.*** All enlisted personnel attending initial entry training (IET). Personnel in this category are not available for application as fillers or replacements until graduation from their MOS-producing course.

b. ***Transients.*** All personnel enroute to a PCS assignment. Per AMOPES the only portion of this category used for fillers or replacements is personnel enroute from CONUS to overseas. These personnel become available immediately after initiation of stop-movement action by HQDA which diverts them to the theater of operations. This is planned to occur on M-day. Personnel enroute to a CONUS assignment are directed to immediately continue to that assignment and thus are not available for use as theater fillers or replacements.

c. ***Holdees.*** Active duty personnel dropped from the assigned strength of a force structure unit and attached to a holding activity because of medical, disciplinary, or pre-separation non-availability. Medical and disciplinary holdees become available only after being appropriately released from patient or prisoner status and reported to PERSCOM. Pre-separation holdees become available upon declaration of stop loss.

d. ***Students.*** All PCS and TDY enroute students in officer and enlisted professional development courses and civil schooling, and commissioned officers attending an Officer Basic Course. Personnel are available for use as fillers and replacement upon graduation or termination of the course. Warrant and commissioned officers in initial entry training become available upon successful completion of the course. Officer candidates are not available.

Transfer Activity. A designated centralized activity established to process the separation and transfer of military personnel.

Transportation Coordinator Automated Command and Control Information System (TC ACCIS). The Army's automated initiative to accomplish transportation functions at installation level. TC ACCIS will allow units to create, update, or modify unit movement data for transportation documentation for peacetime and mobilization and deployment moves.

Transportation Coordinator Automated Information Management System (TC AIMS). The joint service initiative to provide source level data automation at unit level to generate and maintain unit movement data for peacetime, mobilization and deployment transportation documentation, and command and control reporting.

Transportation Operating Agency or Transfer of Authority (TOA).

a. A general term referring to the Military Traffic Management Command (MTMC), the Military Sealift Command (MSC), or the Air Mobility Command (AMC).

b. In the context of the reception process, the change in command assignment from the appropriate SUPCOM to the gaining unified command or from USAREUR to the gaining ACE command.

Unit Data File (UDF). Provides description of RC units within a CONUSA by UIC, ANAME, ALO, home and mobilization station information, and required strength.

Unit Movement Data (UMD). A detailed listing and summary of unit related information describing passenger and cargo movement requirements under AR 220-10 and 10-42.

Unit Training Equipment Site (UTES). A consolidation of ARNG organizational equipment at or in close proximity to and serving an authorized weekend training site. Under the UTES concept, the pooling of equipment assets extends existing organizations rather than creates a separate TDA type activity. UTES equipment is derived from and cannot exceed MTOE, TDA or MOBTDA authorization, or home station allowances established by the National Guard Bureau for participating units and accounted for on unit property books. Organizational identity of all pooled equipment is maintained and all units using such equipment provide for normal organizational maintenance and reporting.

War Reserves. Stocks of materiel to meet the increase in military requirements upon an outbreak of war. War reserves are intended to provide the interim support essential to sustain operations until resupply can be effected.

W-Day (Unambiguous Strategic Warning). The day the President decides, based upon the intelligence provided to him, that another nation has elected to initiate hostilities.

Yellow TAT. Cargo which must accompany troops and which must be accessible during the voyage. For personnel traveling via commercial air, this is generally only that baggage that would fit under the seat.

APPENDIX D: Reference Data (Yellow Pages)/ Questions and Answers

The Mobilization and Deployment Process

1. Question. What is the role of the corps in personnel management during peacetime operations and PSRC? CONUSA?

Answer. The corps play an active role in the cross-leveling and redistribution of AC personnel. All personnel fill requirements pass from installations to the corps for redistribution actions. Those requirements that cannot be filled by the corps are passed to FORSCOM for resolution. CONUSA do not have an active role but should be in the information chain to support their responsibilities under graduated mobilization if the operation expands.

Movement to a PSRC expands the role of the CONUSA. As the corps deploy, focus switches to mobilization and readiness enhancements of Reserve units. Cross-leveling is executed by the installations, IAW FORMDEPS, and shortfalls are reported to FORSCOM with an information copy to CONUSAs. FORSCOM will provide redistribution guidance. Delays in fielding of the Total Army Personnel Data Base and SIDPERS 3, the downsizing of CONUSA staffs, and evolution of the USARC have changed the CONUSA role to one of monitoring personnel fill actions. The CONUSAs still have the requirement to provide execution guidance to installations and recommend potential fill actions to FORSCOM and installations.

2. Question. Without a mobilization, what type of personnel resources are available as individual fillers?

Answer. Guidance is found in AMOPES, Annex E. Since DESERT STORM, DA DCSPER has reviewed and updated guidance on personnel resourcing as fillers for deploying units. Resources available as individual fillers for a peacetime operation or contingency operation less the authority for involuntary call of reservists fall in the following priority.

a. Cross-leveling of AC soldiers by the installation regardless of MACOM. Limitations are placed on soldiers from SOF units, MEDCOM units, and qualified drill sergeants/drill instructors from TRADOC units. Cross-leveling actions will not take a losing unit below mission-capable status without approval of HQDA. One-for-one swaps (deployable for nondeployable) can be worked with TRADOC and HSC units. Before a swap can be made, it must be approved by the TRADOC/HSC unit commander receiving the nondeployable soldier (normal actions will include a verification that the nondeployable soldier can still perform effectively in his duty MOS).

b. Redistribution actions by the corps and MACOM as appropriate.

c. Fill requirements that cannot be met at installation or MACOM will be forwarded to PERSCOM for resolution. PERSCOM actions will look at levy taskings to other MACOMs or use of the Trainee, Transient, Holdee, and Student (TTHS) account to provide individual fillers. In the absence of AC resources, the following resources will be used in priority sequence to meet individual fill requirements.

   - *Retirees.* Retirees drawing an annuity are subject to recall at any time. Involuntary authority is granted under Title 10 USC Section 688. Additionally, retirees may be recalled with their consent under Title 10 USC (672(d)) 12301(d) (Reserve Component (RC)) ((Reservists)) or 10 USC 688 (Regulars) ((RA)).
   - *Volunteer members of the Individual Ready Reserve (IRR).* Title 10 USC (672(d)) 12301(d).
   - *Volunteer Individual Mobilization Augmentees (IMA)s.* Title 10 USC (672(d)) 12301(d).
   - *Volunteer members of RC units.* Title 10 USC (672(d)) 12301(d).

NOTE: Use of volunteers from RC units is normally the last priority for use as individual fillers. Unit commander must approve tour and verify that loss of the soldier will not render the unit non-mission-capable. Focus is to support unit cohesion and maintain mission-capable status in the event the unit is mobilized in support of the same mission or another contingency operation.

3. Question. Are RC soldiers considered available to support peacetime operations?

Answer. Yes, but on a very limited basis. Current procedures to provide access to RC volunteers for a peacetime operation are managed under the Temporary Tour of Active Duty (TTAD) program. This program is limited by budgetary constraints and approval authority.

4. Question. What are the responsibilities of commanders and their intelligence officers to ensure adequate intelligence support in preparation for mobilization and deployment?

Answer. Reserve component units must initiate requests for DIA document accounts, develop their Statements of Intelligence Interest (SII), and build libraries/databases of information on areas of operation (AOR) designated by their wartime mission. Unit intelligence officers should request intelligence support from their wartime aligned AC unit S2/G2. The intelligence staffs of the Army Reserve and Army National Guard will either satisfy the unit request for intelligence information or validate the requirement and forward it to the next higher headquarters. The FORSCOM Directorate of Intelligence will assist the USAR and the ARNG with intelligence support as required.

5. Question. Should emergency employment practices for full-time civilian hire be authorized?

Answer. Emergency hire is authorized. Federal Personnel Manual (FPM) 230 authorizes agencies with a defense-related mission to request OPM approval to use the Emergency Indefinite Hiring Authority even without declaration of a national emergency. Approval can be requested for the following reasons:

- The President has authorized the call-up of a portion of the military reserves for some military purpose;
- The agency or department head certifies that this hiring authority is necessary;
- The Director, OPM, confirms that normal procedures cannot meet surge employment requirements; and
- The interests of economy and efficiency of defense-related agencies require such appointments.

Mobilization planning now requires all activities to furnish the servicing CPO their increased civilian personnel requirements (MOBTDA). Continuing actions by CPO are:

- Identifying installation excesses upon mobilization for alignment to new mobilization requirements, and fitting those excess resources into available MOBTDA positions.
- Preparing emergency job orders and arranging with Local Public Employment Offices (LPEO) for emergency hire.
- Annual coordination with LPEO.

Lists of DoD civilian retirees who may be available for reemployment are provided to all DoD installations by Defense Manpower Data Center (DMDC). FORSCOM has requested DA to initiate action with DMDC to include all Federal retirees. Upon direction from DA, normal peacetime competitive hire requirements will be discontinued to expedite the hire process. Installations are being provided lists of MOBTDA expansion requirements and are participating in Recruiting Area Staffing Committees to enable establishment of hiring priorities among DoD installations within a particular commuting area. Emergency civilian hire planning should consider prepositioning with LPEO a list by grade and job codes, as outlined in the Department of Labor Dictionary of Occupational Titles, for these recruiting requirements. During annual coordination, a joint analysis should be conducted as to expectation of hire.

REF: FPM 230, Agency Authority to take Personnel Actions in a National Emergency, AR 690-11, Mobilization Planning and Management,

6. Question. How are sealift port calls developed and processed?

Answer. Deployment Support Command (DSC) utilizes the FORSCOM-maintained AUEL, as updated by the installation via TC ACCIS, to identify the cargo requirements to be lifted. The DSC also uses the TPFDD from JOPES and the ship schedules from MSC to decide on the POE and ship. The DSC sends a port call to the installation which contains the POE, the arrival window, and the specific equipment preparation guidance.

7. Question. What are the responsibilities of commanders to ensure legal preparation of RC soldiers?

Answer. RC soldiers are to be afforded the opportunity to have their legal affairs in order prior to mobilization. Premobilization legal preparation (PLP), which includes the Premobilization Legal Counseling Program (PLCP) and the provision of Premobilization Legal Services (PLS), will decrease personal problems during and after mobilization. Commanders will implement PLP for their units. PLP is a mandatory, continuing part of RC preparation for mobilization. It is provided by RC Judge Advocate (JA) within the constraints of resources available. PLCP will encompass counseling and advice in the following areas:

- Organization of legal affairs
- Estate planning
- Wills
- Guardianship
- Powers of Attorney
- Soldiers and Sailors Civil Relief Act

- Reemployment rights
- Family care plans

As time and resources permit, RC soldiers will be provided PLS, which includes the preparation of simple wills and powers of attorney.

After mobilization, the mobilization station commander must be prepared to provide legal counseling/services to mobilized personnel to ensure SRP qualification; however, deployment of individual soldiers will not be delayed because of claimed inadequacy of legal documents/preparation.

REF: HQDA Policy Memorandum (DAJA-LA), 4 Apr 88, Subject: Reserve Component Premobilization Legal Preparation. AR 27-3 Legal Assistance. FR500-3-1. FR500-3-3.

8. Question. What is the status of planning for Class V, Ammunition Basic Load (ABL) of mobilizing units?

Answer. MS receive authorization listing from FORSCOM for USAR units and NGB through the TAG for ARNG units. MS then submit ABL requisitions to AMC and store ABL TAT for all deploying units. Non-TAT is stored at AMC facilities for shipment through an ammunition port into theater. If MS storage facilities are not available, ABL will be stored at AMC depots. All ammunition shipments through SPOE must be coordinated with USCG COTP.

REF: FORSCOM REG 700-3.

9. Question. What is the status of planning Class V for training? What additional actions, if any, can be undertaken now?

Answer. Training ammunition requirements are calculated, using the input provided by the RC unit on its annual Postmobilization Training Support Requirements (PTSR) submission and updated when a unit is alerted. The MS, using PTSR in conjunction with ARTEP manuals, compute total training ammunition requirements and requisition Class V stocks IAW existing regulations.

Training ammunition is neither bought nor stored to specifically support postmobilization and predeployment training. Current constrained budgets support procurement of only 40-69% of the ongoing annual training requirement for both AC and RC units. Additionally, there are significant war reserve ammunition shortfalls and unfunded requirements for munitions manufacturing facilities maintenance that also compete for available dollars.

Training ammunition requirements are calculated and submitted to DA. The identified requirements are currently unfunded, however additional funding for ammunition procurement would become available during periods of significantly increased tension.

Other than accurate computation of training ammunition requirements, there appears to be no near-term solution considering constrained budget realities. Effective future planning and establishment of procurement priorities is contingent upon realistic requirements.

10. Question. How can peacetime personnel actions enhance the continuity of the mobilization and deployment process?

Answer. One of the factors bearing on continuity of the mobilization and deployment process is the retention of unit personnel. The present policy concerning key employees and occupational deferments is as follows:

Key Employees: These are Federal civilian employees who occupy a key position, as defined by DoD Directive 1200.7, AR 135-133, AR 310-49, and AR 690-11, that cannot be vacated during a national emergency or mobilization without seriously impairing the capability of the parent Federal agency or office to function effectively. Ready Reserve personnel may not be assigned to a key position unless they leave the Ready Reserve or transfer to the USAR Control Group (Standby).

Ready Reservists: The Army will not request an occupational deferment or a delay in calling to active duty the Ready Reservists it employs. Ready Reservists will be made available for active duty within the alert time allowed following receipt of orders. Accordingly, each organization must review its civilian work force and identify those employees who are in the reserve components that will become losses to the organization upon mobilization.

Military Retirees: Retired military members drawing Active Federal Service (AFS) retired pay and volunteer ARNG or USAR retirees eligible for retired pay at age 60 are included in the military retiree preassigned program. Preassigned retirees will be recalled to military status upon Full Mobilization and may be recalled under Partial Mobilization. Plans must also be made for filling civilian positions that become vacant due to the loss of recalled military retirees. Retired military members may hold key positions and, as key employees, are exempted from the military preassignment program when identified to ARPERCEN.

Civilian Retirees: Mobilization Of Retired Employees (MORE) is an MTMC-initiated mobilization recruitment program to recruit Federal civilian retirees for positions that may be hard to fill during mobilization. OSD has initiated this program DoD-wide using the MTMC model as a prototype. Civilian personnel offices receive lists of retirees for their geographic area from the Defense Manpower Data Center. Civilian personnel offices canvass civilian retirees for availability and match skills with MTMC mobilization requirements.

Deferments: The DA emergency occupational deferment system will be activated only after authorization by the Assistant Secretary of the Army (Manpower and Reserve Affairs). Activation will occur when full mobilization is directed. When the emergency occupational deferment system is activated, requests for deferment from military service for employees who hold key positions will be submitted.

Current military personnel policies and procedures could have a serious effect on the activation of MOBTDA or increased ALO of MTOE units. The following sources of manpower participate in peacetime training to support expansion in the event of mobilization or general war:

Individual Mobilization Augmentee (IMA). Beginning with a 200K call-up, preselected and trained officers, warrant officers, and enlisted personnel who are assigned against approved mobilization requirements are available for call to active duty.

Retired Army Personnel. Retired personnel are initially required as mobilization replacements for AC personnel who will be reassigned. Effective 1 August 1996, retirees will be maintained is a database and will volunteer for assignments as needed in their branch and MOS. Other eligible retired personnel will be ordered to active duty as required.

Active Guard/Reserve (AGR) and Active Duty for Special Work (ADSW). AGR personnel serving in Full Time Manning positions in Selected Reserve units will mobilize with their units. AGR personnel serving with AC units will continue to perform in their

AGR status until completion of their tour or when directed otherwise by DA after Partial Mobilization. ADSW personnel may be terminated from their tour of duty if required elsewhere.

Individual Ready Reserve (IRR). Obligated reservists who are not members of ARNG/USAR TPU units are members of the IRR and are commanded by ARPERCEN. They may train for two or more weeks per year. MOBPERS earmarks IRR soldiers for assignment to a particular MS based on unit personnel shortfalls, and issues orders to report to the appropriate MS upon Partial and Full Mobilization.

From the preceding discussion, it may be both feasible and desirable to undertake additional actions now to facilitate the rapid expansion of the total Army force. The acquisition, assignment, and retention of civilian and military manpower resources and the timing and sequencing of early deploying CS/CSS units are candidate actions which may be accomplished now for future contingencies.

11. Question. During the planning stages of a mobilization, commanders and soldiers become aware they are on a conceivable call-up list. As mobilization planning and preparations begin, rumors may also start. What can commanders do to control rumors?

Answer. A commander, immediately after becoming aware of a possible mobilization, should contact the PAO. The PAO will obtain releasable information and assist with rumor control problems. If there is a question of a sensitive nature, the PAO can obtain, clear, clarify, and provide releasable information.

12. Question. What are commander responsibilities in regard to soldier medical status and records during mobilization?

Answer. During pre-mobilization, commanders ensure that soldier medical and dental examinations are completed and that health (medical and dental) records are maintained. Soldier medical/dental record review is part of the annual Mobilization File and personal records review. The annual medical records review includes reviewing a soldier's status regarding medical/dental readiness requirements. These requirements include medical warning tags, spectacles (including lens inserts), hearing aids, immunizations, HIV test results, dental status and soldier medical conditions that require "Profile" action or determination of deployability. Medical professionals (physicians, nurses, medical specialists, etc.) require a review of their Practitioner Credential Files (PCF). During alert, a DA Form 8007, Individual Medical History, will be completed for each soldier. This is a single page health summary that accompanies the soldier to the area of deployment. This form is also reviewed and updated at mobilization station, during medical record screening. Completed health records are shipped to the mobilization station by the mobilized unit separate from the soldier or unit move.

Alert, Activity at Home Station and Movement to Mobilization Station

1. Question. Is the Individual Ready Reserve (IRR) pool considered a viable personnel resource during a PSRC? If not, when is the IRR pool available?

Answer. Under current law, the IRR is not considered a readily available asset until declaration of Partial Mobilization. Policies and procedures for use of the IRR have changed greatly since DESERT STORM. Although considered a trained asset, access to the IRR as individuals during peacetime or PSRC is limited to a volunteer program under Title 10 USC 12301. Funding and approval constraints make them third in priority of use after the TTHS and retirees. Use as a volunteer requires verification of skills by the personnel managers at ARPERCEN. Procedures tested successfully during operation JOINT ENDEAVOR included voluntary assignment of IRR to alerted RC units.

Upon declaration of Partial Mobilization, all IRR personnel are subject to involuntary call; however, they are not immediately available as unit fillers. New guidance in AMOPES directs skill verification and refresher training, if required, for the IRR. Procedures require that the IRR soldiers are ordered to active duty at a TRADOC installation for skill verification. Subsequent to skill verification and determination of deployability status, these IRR reservists are offered to PERSCOM as part of the TTHS account. PERSCOM manages the IRR by ordering these reservists to a CONUS Replacement Center (CRC) to deploy as individual fillers or to CONUS installations as fillers against MACOM requests.

2. Question. Communications within FORSCOM are key to command and control, particularly during periods of crisis. What systems are available in FORSCOM? How will these systems be controlled during mobilization? Are there alternate means of communications that can be identified for use during mobilization?

Answer. Communications systems available within FORSCOM include:

Nonsecure voice

- Defense Switched Network (DSN).
- Public Switched Network (PSN).

Secure voice

- All of the above networks can be secured using Secure Telephone Unit-III (STU-III) equipment.

Secure Record Communications

- Defense Message System (DMS).
- Secure Facsimile.

Nonsecure Record Communications

- Electronic mail.
- Nonsecure facsimile.
- Reserve Component Automation System (RCAS).

During periods of mobilization, telecommunications economy and discipline will play a key role in controlling communications available to support mobilization, deployment, redeployment, and demobilization operations. Alternate means of communication that can be used during periods of mobilization include:

- Fixed base, high frequency radio.
- Military Affiliate Radio System (MARS).
- Ham radio operators.
- State operated emergency nets.
- State and local police nets.
- Unit tactical radio systems.

3. Question. How will funding be obtained for mobilization?

Answer. Mobilization stations prepare budgets in the planning phase. The budget should include estimates of incremental costs associated with mobilization (expansion projects, personnel hiring and recruitment, and logistics support requirements). The budget should be stated in current dollars or dollars for a fixed year, and updated, as required, using appropriate inflation factors.

Mobilization stations budgets are consolidated at the MACOM level and forwarded to DA. Consolidation continues through DoD to the joint staff. Congress will appropriate the required funds for mobilization. Allocation of funds to MACOMs and installations will be based on documented requirements.

4. Question. What actions should be taken by RC units when alerted for mobilization to ensure that unit personnel are paid properly upon mobilization?

Answer. The Director, Army National Guard and Commander, US Army Reserve Command will provide policy and guidance to ensure that Soldier Readiness Processing for finance (Sure Pay, BAQ, VHA, exemptions, legal state residence, and allotment counseling) occurs at Home Station. Ensure soldiers' pay account are financially ready before reporting to the mobilization stations.

5. Question. During the alert phase (Phase II), what is the proper number or percentage of key personnel that can be placed on ADT/ADSW for each alerted unit?

Answer. A unit is required by Task 3.I.9, page 25, Reserve Component Unit Commander's Handbook (RCUCH), to identify key personnel and 3.I.2.(3) page 24, to maintain the key personnel list in the unit mobilization file, and by task 2.II.1 page 11, to request active duty orders from the STARC/USARC, MSC to activate personnel selected for duty in advance of the mobilization of the parent unit.

The purpose of these early ADT/ADSW/ orders is to provide sufficient leadership and manpower to assist the full-time personnel in preparing the unit to be as ready as possible on the unit mobilization date.

The actual number placed on orders will be the key persons placed on the list by the unit commander and the number approved by the STARC/USARC, MSC, based on the situation and funds availability. During Phase I planning, the unit commander and the STARC/USARC, MSC will agree on who are considered key personnel and how many the STARC/MUSARC can reasonably be expected to fund.

6. Question. How will commanders obtain intelligence products for mobilization? Intelligence products include both regional crisis and domestic threat information.

Answer. The G2, in coordination with the G3, determines what units are deploying and pushes information to the mobilizing/deploying units in an Intelligence Support Package. Information is generally unclassified in nature and is for troop consumption/preparation on the area of operations. Once mobilized, the chain of command assumes responsibility for determining current threat information. Regional crisis products are disseminated by the chain of command from the supported CINC. Domestic products, produced by local law enforcement in coordination with the FBI, would be available for Reserve/Guard Commanders.

7. Question. Responsibilities for movement plans, convoy clearances, and allocation of transportation resources are generally understood. But who actually controls and manages the movement of all military traffic through states during mobilization and deployment, and how is this movement accomplished?

Answer. Mobilization Movement Control (MOBCON) is the management system for establishing and maintaining CONUS convoy movement control. MOBCON provides visibility of all military occupied road space throughout CONUS for both AC and RC Army units.

Currently, the STARC DMC in the state of origin is responsible for coordinating movement of RC units with the installation and units.

REF: NGR 10-2, Organization and Functions, State Area Command, 19 Nov 82. FORSCOM Regulation 55-1, Unit Movement Planning. AR 55-80, Transportation and Travel, Highways for National Defense, Office of Emergency Management (OEM) Circular 8500.5.

8. Question. Upon mobilization how does the flow of management information change for ARNG units? What are the problems in peacetime? In wartime?

Answer. The flow of management information upon mobilization initially will increase between STARC/USPFO and units.

- As the command of a unit changes to MS, the flow will change from STARC to MS.
- NGB communications terminate.
- When accession into active Army management information is completed, all publications and communications traffic will flow through AC systems.

Peacetime problems include:

- Sometimes slow and difficult coordination of correspondence through NGB and state headquarters.
- Some standard systems, e.g., SIDPERS and SAILS, are not utilized by the ARNG.
- Command and control is a continuing issue.

Wartime problems include:

- Changeover to AC systems.
- Establishment of new command, personnel, and supply system relationships.

REF: Army Regulation 10-2, Organization and Functions of National Guard Bureau, 6 Dec 77.

9. Question. What are the means for obtaining common carrier support for movement? What are the roles of MTMC, CI/SI, STARC/USPFO, and USARC, MSC in executing unit moves?

Answer. Units are required to submit annual unit movement data to FORSCOM to update the Computerized Movement Planning and Status System (COMPASS).

Upon receipt of a mobilization order, units notify (through their peacetime parent headquarters) the supporting transportation office (USPFO/SI) of the requirement to move. At this time the unit submits changes/updates to their unit movement data since their last COMPASS update. Using the Transportation Coordinator Automated Command and Control Information System (TC ACCIS), the transportation office passes electronic updates directly to MTMC and FORSCOM. The supporting transportation office obtains the required commercial transportation support or submits a routing request to MTMC.

Commanders are also responsible for planning for moving equipment from ECS/MATES to MS. Sound movement plans and accurate, timely submission of COMPASS updates are essential to proper system execution. Organic movement vehicle load plans, packing lists, and commercial requirements identification are equally important in developing and submitting unit movement data requirements.

The USPFO provides ARNG units with transportation services, coordinating with the ITO as well as MTMC. TC ACCIS supports this process through electronic transfer of positioned data.

REF: JCS Pub 21, Mobilization, 1 May 83. FORSCOM/ARNG Reg 55-1.

10. Question. How do RC unit commanders and CI/SI ensure support to units passing through several different areas of responsibility?

Answer. Upon mobilization, both ARNG and USAR units and activities receive support from several sources until arrival at MS. The Mob Plans system will be used to designate SI and CI for all RC units. Existing peacetime support systems such as BASOPS Transition Management and Shop Smart will be used to provide applicable support for USAR units. ARNG units receive primary support from their TAG, and USPFO at their HS and through movement to designated MS. The Source of Support Data Base is a new program that is available to both ARNG and USAR units.

Commanders of supported units will submit requests for enroute support for mobilization through the DD Form 1265 prepositioned with the CI ITO. Requirements will be coordinated with the SI.

Upon mobilization, peacetime support sources will not be changed while units are at HS. Additional support required for mobilized units will be coordinated by STARC, USPFO, and RSC, with the responsible CI in accordance with FORMDEPS.

BASOPS TRANSITION MANAGEMENT

Applicable to US Army Reserves—Services are:

- Direct and general support equipment maintenance
- Management of administrative use vehicles
- Operations, repair, and ,maintenance activities of USAR facilities

Under the BASOPS transition management initiative, funding, and management of selected BASOPS functions have been transferred to the Army reserves.

SHOP SMART

The VCSA approved Shop Smart for the U.S. Army Reserves in 1995. The Shop Smart initiative allows off-post Army Reserve customers to control their own funding and shop for best value. A phased implementation of the initiative was approved beginning 1 April 1996. Examples of functions or services are: ID Cards, Safety, Environmental Compliance, Visual Information, physical Security Inspections, and Supply and Contracting.

SOURCE OF SUPPORT DATA BASE

Applicable to both ARNG and USASR—Pilot data base developed in FY96.

This automated data base identifies Army potential providers of support services. Operating as an "automated telephone book", this data base will provide information to off-post customers on where they may obtain services. Copies of this data base have been provided to all MACOMs, FORSCOM activities, and other activities that have requested it.

11. Question. Unit movement requirements data (UMD) must be accurate to support both planning and movement execution for mobilization and deployment. If this data is incorrect, accurate movement planning is not possible and adequate lift resources may not be available to mobilize or deploy the unit. What causes inaccurate movement planning data?

Answer. Movement planners consider this a problem with the highest priority for resolution. The causes are many, such as frequent changes in unit status (turbulence in personnel and equipment), and inattention to detail by the reporting unit. Command emphasis to ensure timely and accurate reporting of UMD is required. More attention by unit commanders and training of personnel reporting UMD can alleviate deficiencies.

12. Question. What local procurement resources for obtaining supply and services support are available to the mobilized unit during mobilization?

Answer. Sources of support include SI and MS contracting offices, mobilization purchasing authority granted to RC commanders by AFARS 1.603-1-90, and individuals who have been issued U.S. Government National credit cards.

Key factors in determining the source for contracting support to the mobilized unit are quantity, quality, and timeliness. For example, the quantity required may exceed the dollar value limits granted by the mobilization purchasing authority or may exceed the quantity available from a local firm. In either case, it would be necessary to forward the requisition for action to the contracting office at either the SI or the MS, depending on time required to complete the contracting action and the planned location of the unit when delivery is scheduled.

During HS to MS transit, the unit will require support for on-the-spot needs such as food, lodging, POL, repairs, and emergency medical supplies and services. Supplies and services may be purchased using SF 44 by the mobilization purchasing authority granted to the RC commander or his designee. U.S. Government National Credit cards should be used to acquire POL and minor roadside repairs. Use of the U.S. Government National Credit card for POL is recognized by most major oil companies, and a guide is issued with each card. Small firms may not be familiar with the use of the SF 44. For this reason, route reconnaissance and preparation should include discussions with possible vendors concerning their willingness to accept the SF 44. If a significant number of negative responses are received, it may become essential to provide a Class A Agent to accompany the mobilization purchasing authority designee to make cash payments for SF 44 purchases. In addition to the SF44, the IMPAC Card may be a more responsive procurement instrument which is available for unit use. Designated unit personnel must be trained and authorized use of IMPAC cards before mobilization to be effective. All funding limitations and procurement regulations apply to the use of the IMPAC card whether used during normal unit operations or mobilization situations.

Requisitions for supplies and equipment that are not required for use by the unit while at HS or during transit should be forwarded to the MS for acquisition and issue after arrival at the MS. Instructions for the Mobilization Purchasing Authority and use of the SF 44 are provided in the RCUCH, Annex C.

13. Question. Should commanders provide unclassified information to soldiers, their families, or to the news media without the PAO's awareness?

Answer. An inherent responsibility of command is to keep the command informed. Unclassified information on the area of operations should be provided by the commander to his soldiers; not to the family or media. Much of that information is contained in the FORSCOM Intelligence Support Package. The PAO should brief commanders and soldiers on information authorized for release. The PAO is the commander's spokesperson and liaison with the media. News media interviews and visits should be conducted under PAO escort and supervision. Soldiers should be instructed to direct unescorted media to the PAO. Where escorting media is not possible, soldiers should immediately inform the next highest individual within their chain of command of the media contact.

14. Question. Are commanders and State Adjutants General authorized to announce to the news media the identity of units which have been alerted prior to F+19?

Answer. No. National policy decisions will be announced by DoD at F+19 or earlier.

15. Question. What is the impact of limited strength ceiling on the mobilization and management of non-deployables?

Answer. Limited strength ceilings will normally require an exception to policy, mobilizing only those soldiers that can deploy with the unit. DA, in coordination with FORSCOM, NGB, and OCAR, will develop policies identifying categories of nondeployable soldiers who will not be mobilized but will be transferred to a unit designated by the STARC/RSC during Home Station cross-leveling.

16. Question. What are the roles and use of AC/RC soldiers during HS activities? What is their postmobilization role? Can they be used as fillers for deploying units?

Answer. The current policy is that the Enhanced Strategic Brigade (E-Bde) Commanders will be able to fill holes in their TO&E with RTD personnel once they are federalized. If there are any RTD personnel that the Bde Cdr does not want to fill a slot in his organization, those personnel will join the RTBs at the Mob/Tng site and assist in the conduct of postmobilization training to deploying units.

Activities at Mobilization Station

1. Question. What is the authority for cross-leveling personnel among mobilizing units? What are the procedures? Are authorities and responsibilities clear?

Answer. Authority to initiate cross-leveling actions derives from DA approval to implement decentralized personnel management. Cross-leveling starts at home station for RC units, with authority limited to STAR for ARNG; USARC, RSC area for the USAR; and CONUS-wide for medical units. Policies authorize the cross-leveling action during PSRC as long as the losing unit is not reduced below a mission capable level. Home station cross-leveling authority ceases with declaration of Partial Mobilization.

Installations continue cross-leveling and report shortfalls to FORSCOM (or parent MACOM) for redistribution actions. Shortfalls that cannot be filled by MACOM are forwarded to PERSCOM for resolution through distribution actions (levy to other MACOM, use of the TTHS account, etc.). CONUSAs are no longer an action agent in personnel redistribution but should receive information on all transactions to provide adequate guidance to mobilization stations.

AMOPES establishes cross-leveling policy at and above installation as follows:

- Mobilization station/site commanders are authorized to cross-level personnel within and between MACOM units on their installation (except for HSC and USASOC units), provided such actions do not degrade any MTOE unit below C-3 for personnel and any TDA unit below mission- capable readiness condition (e.g., 80% of required MOS/BR/FA) without DA (DAMO-OD) approval.
- CONUS training base units are exempted from cross-leveling/redistribution of TRADOC-assigned instructor personnel, to include those in mobilized RC training units. TRADOC installation commanders may internally cross-level instructors to fulfill their mission, or coordinate a one-for-one exchange of deployable for non-deployable soldiers.

2. Question. Should all members assigned to an RC unit mobilize with the unit? Does this action include personnel excess to the unit's ALO?

Answer. Unless specifically identified as a non-mobilization asset, all personnel assigned to a unit should mobilize with the unit and report to the MS for processing. Limited strength ceilings in the early phases of DESERT STORM and again for JOINT ENDEAVOR drove the need to request an exception to policy from DA for a short period but has not become a standard policy.

Exceptions are:

- Untrained soldiers. Soldiers who have not completed initial entry training (Basic and Advanced Individual Training) will not be mobilized during a PSRC or Partial Mobilization. They will be transferred to other units as designated by the STARC/USARC, MSC and attend training based on existing contracts. During Full Mobilization, these soldiers will mobilize with their unit, report to the MS, and be programmed for accelerated training.
- Soldiers being processed for transfer, separation, or discharge action. If action has already started, reserve commands should complete the action or transfer the soldier to a unit designated by the STARC/USARC, MSC for administrative action. If action is requested after receipt of alert orders, soldier should mobilize with the unit, report to the MS, and process administrative actions under current AC regulations.
- Soldiers authorized a delay/exemption. Unit commanders are authorized to delay mobilization reporting dates for up to 30 days, depending on the situation (e.g., medical, family support actions, etc.). Longer delays require approval by CONUSA or DA. Requests for exemption require approval by DA.

- Soldiers assigned above current ALO. These soldiers need to report with their unit. Deployment strength criteria is based on required strength (ALO1), and all unit members should mobilize to reduce cross-leveling and fill requirements by the installation. Although a reduced ALO establishes approved structure for peacetime management, it is not used to develop personnel deployment criteria.

3. Question. The goal of deploying units at full mission capability is not always possible. What provisions exist for deployment of a unit at lesser capability? For delaying or halting deployment?

Answer. Preparation for deployment of RC units begins upon arrival at the MS with a readiness assessment which determines its capability to perform its wartime mission. If the MS is unable to bring the unit up to deployable level, the CONUSA is notified and assistance requested. If the reason for non-validation is personnel or equipment shortages, the CONUSA will attempt to redistribute available assets between MSs. If the CONUSA is unable to provide the assets for redistribution and validation of the units, FORSCOM is then notified. Looking at its assets, FORSCOM goes through the same process as the CONUSA. If the personnel or equipment resources are not available to bring a unit to deployability criteria, FORSCOM, in coordination with the supported overseas commander, determines a course of action to meet the situation. Ultimately the supported CINC determines if the unit is to deploy "as is" or be delayed until established deployability criteria are met.

The goal for deployment of units is 100% of the required MTOE level for personnel and equipment and a fully trained status. Should this goal not be attainable, in the final analysis a judgment may be made and the unit deployed, provided that it is able to perform the assigned mission.

4. Question. How is BBPCT material obtained?

Answer. BBPCT material will be centrally stocked at installations/activities only when it is not possible to procure from local sources before the unit deployment date. Following receipt of alert, materials required for movement from HS to MS (excluding direct deploying Reserve units) will be listed in a separate section of the unit movement plan and be obtained by the ordering officer through the use of local procurement from predetermined commercial sources.

For equipment moves during mobilization from HS to MS, ARNG units will receive assistance from the USPFO and STARC to program, budget, fund, and position a BBPCT prestockage material requirement. USAR units will receive assistance from their Support Installation to program, budget, fund, and position a BBPCT prestock material requirement.

Long lead items are stocked in sufficient quantities to supply the first 30 days of deployment.

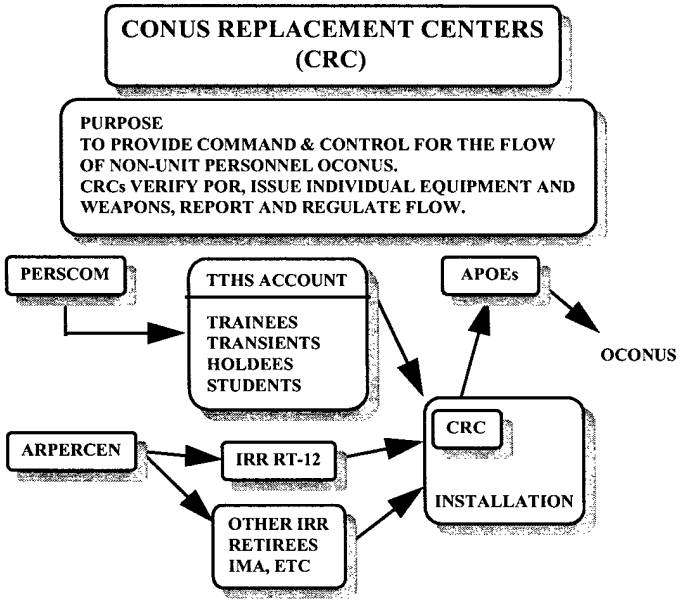
Active and Reserve units must furnish their total BBPCT material requirements to their MS Installation Unit Movement Coordinator (UMC) at the installation. The UMC reviews this material list against the CONUS Military Material Outloading and Receiving Capability Report (DD Form 1726) and submits the validated list of required BBPCT and time frames to the installation contracting officer for local purchase review. The facilities engineer will procure only the materials which cannot be obtained by local procurement within the required deployment time frame. The facilities engineer will manage BBPCT prestocked items as a separate consumer-owned mobilization inventory, furnish the material to the rail head for use by the units for outload, and furnish an annual inventory to the installation unit movements officer for review and resubmission through the installation contracting officer. Requirements for materials should be addressed through budgetary channels and maintained in a current status.

5. Question. What are the criteria for validating a unit? Are there differences between DA and FORSCOM guidance? How much attention should be paid to the training level, compared to ARTEP standards? To basic soldier and technical skills? To command and control capabilities?

Answer. A unit may be deployed to meet its LAD if readiness status meets AMOPES criteria and if the unit is validated as mission capable by the MS. AR 220-1 establishes the detailed criteria for readiness levels. If a unit cannot be brought to deployment readiness level by issue of necessary pacing/critical items, assignment of critical personnel, or conduct of additional training in time to meet LAD, higher headquarters must be notified in time for alternative action to be taken, including deploying the unit as is. FORMDEPS, while listing the above basic criteria and other logistic standards, caveats the evaluation by stating that validation is a judgment call based on the type of unit and its sustainment capability. Validation procedures for all units are left to the MS commander in coordination with the MAT. A special problem arises with RC units with an air or surface EDD of 15 or less. Not only must the RC units be intensively managed in peacetime, but special procedures may be required to ensure timely validation for deployment. The wartime mission and METL tasks may be tested if time permits. It is not likely that time will allow or sufficient personnel will be available to test units to ARTEP standards. Basic soldier skills and command and control must be to a standard allowing the unit to perform its wartime mission. If they are below required standards, they will be the most difficult to fix by additional training at the MS. Cross-leveling and redistribution of personnel might provide a more feasible fix for shortfalls of individual skills and leaders. However, it is primarily individual skills, leadership, and command and control capabilities that determine mission capability and therefore support the decision to validate a unit for deployment.

6. Question. What is the mission of CONUS Replacement Centers (CRC)?

Answer. CRCs will be located at Forts Gordon, Bliss, Sill, Benning, Knox, and Leonard Wood. Their mission is to provide command and control of non-unit-related personnel flowing to the theater(s) of operation. Individuals will report to the CRC and spend approximately four days processing for overseas deployment. Included in the processing cycle will Soldier Readiness Processing (SRP), issue of individual clothing and equipment, issue and zero of weapons, and theater training requirements. Once all actions are completed, soldiers will be transported to one of seven Aerial Ports of Embarkation (APOE) and moved to the theater.



7. Question. What are the legal aspects of mobilization base expansion?

Answer. Mobilization base expansion requires the use of additional land and a variety of facilities to support the mobilization effort. Land and facility acquisition includes: (a) Acquisition of nonindustrial facilities; (b) Recapture of former federal realty; (c) Revocation of Leases; and (d) Condemnation.

Nonindustrial facilities include hotels, motels, resorts, educational and health institutions, office buildings, and other real estate. These facilities are obtained through purchase, lease, donation, or even condemnation proceedings. Installation commanders wishing to use such facilities should request the local district engineer to allocate specific facilities or to nominate suitable facilities.

Condemnation can be expedited to give the Government immediate use for national defense purposes. Lawful purposes include site construction and/or operation, fortifications, coast defenses, training camps, and munitions plants. Property may be taken immediately after filing petition of condemnation. The normal lengthy notice provisions do not apply. Lease revocation of DA/DoD property are used to assume use of such property.

Recapture of real property involves approximately 1,200 properties, including ports, former military installations, and lands adjacent to existing military installations. The recapture is based on existing Federal law and the individual provisions of the document conveying title to the current owner. Recapture is authorized in most cases when the President declares a national emergency, specifically invoking the statutes applicable to recapture of specific properties. A few properties may not be recaptured except in time of war. Properties subject to recapture should be indicated in the respective installation's Master Plan.

REF: 10 U.S.C. 2663 (Condemnation). 10 U.S.C. 2667 (Lease Revocation). Specific statutes authorizing recapture of specific properties. AR 500-10 (Non-industrial Facilities for Mobilization 7 Nov 74).

8. Question. What access to personnel resources is provided by various mobilization authorities?

See the following table for an overview of mobilization authorities.

MOBILIZATION AUTHORITIES

SITUATION	ACTION REQUIRED	AUTHORITY	PERSONNEL INVOLVED	REMARKS
1. Any requirement.	Operation order.	Commander-in-Chief	Active duty force.	Used for any military purpose.
2. Any level of emergency.	Publish order to active duty.	10 USC (672 (d)) 12301(d) 10 USC 688 (a)	Volunteers from National Guard and Reserves. Retired members of the Regular Army and Army Reserve with 20 years of active service. May be ordered to active service involuntarily.	May be used for any lawful purpose. Consent of the governor is required for ARNG members serving under 10 USC (672 (d)) 12301(d).
3. Operational mission requiring augmentation of active force (Presidential Selected Reserve Call-up).	Presidential Executive Order.	10 USC (673 (b)) 12304.	Units and individuals of Selected Reserve (NG and USAR); limited to 200,000 (all services) for (up to 90 days and extendable for another 90 days) not more than 270 days.	President must report to Congress within 24 hours of circumstances and anticipated use of forces. May not be used in lieu of a call-up (10 USC 331 et seq, (3500, 8500) 12406 or for disaster relief.
4. Contingency operation, war plan, or national emergency (Partial Mobilization).	Presidential proclamation of a national emergency and executive order.	10 USC (637) 12302	Ready Reserve units and Individual Ready Reserve (NG and USAR); limited to 1,000,000 (all services) for up to 2 years.	President may extend appointments, enlistments, and periods of service when Congress is not in session. 10 USC (671 (b)) 671b.
5. War or national emergency (Full or Total Mobilization).	Passage of a public law or joint resolution by the Congress declaring war or national emergency.	10 USC (671 (a)) 671a 10 USC (672) 12301 10 USC (674) 12306 10 USC (675) 12307	National Guard and Reserve units, Individual Ready Reserve, Standby Reserve, members of Retired Reserve. No numerical or time limitation unless established by Congress.	May extend enlistments in Regular and Reserve forces and extend period of active service for duration of the war plus 6 months.
6. Domestic emergency (10) (Selective mobilization).	Presidential proclamation to disperse under 10 USC 334 and executive order under 10 USC 12406 appropriate to purpose of the call.	10 USC (3500) (10 USC 8500) 12406 10 USC 331 10 USC 332 10 USC 333	National Guard and Reserves.	May be used for Federal aid to states in case of insurrection (10 USC 331); to enforce federal authority (10 USC 332); to suppress interference with state and federal law (10 USC 333, 12406).

9. Question. What are the rules for identifying nondeployable soldiers? What impact do they have on mobilization and deployment?

Answer. Deployment criteria are listed in Table 3-1, AR 614-30, and addressed in AR 600-8-101, Personnel Processing (In and Out and Mobilization Processing). The impact of nondeployables is difficult to quantify but could be significant. The effect on the unit is obvious. Efforts from home station cross-leveling, mobilization station cross-leveling, and personnel redistribution actions to fix deploying units will take a toll on personnel resources. Management of nondeployables includes identification of replacement personnel; potential decisions on mission capability of deploying units; and administrative workloads on the installations to billet, account for, and resolve conditions for nondeployable soldiers. Resolution actions could include medical boards, retraining (to include movement), or separation processing. The bottom line is the need to identify and resolve nondeployable conditions in a peacetime planning environment to reduce turmoil during mobilization.

10. Question. What are the responsibilities of the commanders to ensure adequate Mapping, Charting & Geodesy (MC&G) support?

Answer. Commanders are required to designate an individual as the Mapping, Charting & Geodesy (MC&G) officer for the unit. This individual should be thoroughly familiar with Defense Mapping Agency and DA MC&G policy. If possible the MC&G officer should have attended the MC&G staff officers course at Fort Belvoir. Generally, as per DA guidance, the staff intelligence officer is responsible for the development of MC&G requirements to support the unit's mission. The commander does have the option, though, to place this responsibility elsewhere within his staff.

REF: AR 115-11 Army Topography, and FR 115-11, Army Topography (or FORSCOM Supplement to AR 115-11) provides guidance on responsibilities and map allowances.

11. Question. How do units receive MC&G products?

Answer. In order to receive MC&G products, units must possess a valid DoD Activity Address Code (DODAAC) that has been validated for MC&G products. FORSCOM has delegated the validation authority to the corps, CONUSA, and the USARC. The corps have further delegated the authority to the divisions, but the USARC has retained validation authority for all reserve units. During peacetime, those units with a valid DODAAC may order maps directly from DMA. Units should expect, based on the OPLAN and the map allowance matrix contained in AR 115-11 or FR 115-11, to maintain 5-10% "planning stock." Generally, at the beginning of a crisis, the supported CINC will restrict procurement of MC&G products by units until specific units are designated to support the mission. At that time the supported CINC may tell DMA to release stocks. Units should anticipate that they will receive only planning stocks until arrival in theater, when their sector of responsibility will be better defined. In some theaters, forward deployed theater map depots have already been established to support arriving troops. Additionally, DMA is moving to eliminate MC&G War Reserve Stocks (WRS) and will no longer store WRS for the CINCs. If the CINCs require WRS to be held, they will be responsible for finding and paying for a storage location. DMA will depend on "surge printing" to support any crisis in the future. As the map sheets are printed, they will be transported to the location designated by the supported CINC for distribution. Under this concept, commanders should, therefore, realize that they may not receive any maps until they arrive in theater, and will not receive maps unless they have been designated to support the mission.

Port of Embarkation/Deployment

1. Question. What is containerization? What are its objectives? What is the latest containerization doctrine?

Answer. Containerization is the use of containers to "unitize" cargo for transportation. It incorporates packaging, security, and transportation from installation or depot to foxhole.

Objectives:

- Reduce closure time.
- Optimize use of strategic lift by air and sea, primarily by sea.
- Maintain unit integrity.
- Maintain compatibility and flexibility with organic and nonorganic materiel handling equipment (MHE).
- Take advantage of both military and commercial intermodal assets.

As the Army transitions to a CONUS-based, power-projection force to meet regional responsibilities, containerization will be the key to our strategic mobility. The Army must close one light division by air and two by sea in 30 days. To meet this mandate, the Army Strategic Mobility Program (ASMP) was developed. The ASMP encompasses the purchase of containers (20 ft) and Equipment Deployment Storage Systems (EDSS) for deployable forces. The 20 ft International Standards Organization (ISO) container and EDSS procurement commenced with FY93 funding. The following paragraphs highlight containerization doctrine to manage/control the build-up of container and EDSS assets.

Equipment Deployment Storage Systems.

- Standard units consisting of QUADCONS (4 each equals 20 ft ISO container), Internal Airlift/Helicopter Slingable Container (ISU): ISU 60 and ISU 90.
- Unit owned and organically maintained.
- CTA item accountable on property book.
- Transportable with organic equipment as secondary load.
- Unit pack/load IAW local SOP.

20 ft ISO container.

- Strategic assets.
- Maintained at installation to meet unit deployments for contingencies or exercise requirements.
- Controlled at the installation by the ITO.
- ITO provides container movement report to MTMC.
- ITO ensures certification of containers for movements.
- Containers used for Unit Equipment (UE) lift will be identified on unit's AUEL.
- Unit identifies critical containers through chain of command to FORSCOM J4.
- Containers with UE deploy with unit's rolling stock.
- Unit commander maintains accountability of unit container numbers.
- Unit commander coordinates movement of all containers at the overseas seaport and division rear through the Theater Movement Control Center (MCC).

- UE containers unstuffed in proximity to overseas seaport will be coordinated with Theater MCC.
- Critical UE containers have priority of movement and will be identified to Theater MCC for movement.
- Lift requirements coordinated with the Theater MCC when organic lift is not available.
- Empty containers at division rear will be immediately identified to the Theater MCC.

REF: FM 55-70, Army Transportation Container Operations. FORSCOM/ARNG Reg 55-1, Unit Movement Planning, Appendix L, Containerization.

2. Question. Who has port security authority?

Answer. The USCG is responsible for all waterside physical security. This includes harbors, channels, approaches, and vessels that are in these areas. The USCG physical security plan is integrated with the port commander's physical security plan for developing and maintaining comprehensive physical security and antiterrorist plans.

By agreement with MTMC, FORSCOM is responsible for securing any classified or sensitive Army cargo items transiting through an SPOE.

Port security is a port commander responsibility. Availability of existing port security elements determines whether the port commander deems augmentation is necessary. A Port Security Company (PSC) may be required to augment existing port security elements.

Security for marshaling areas is the responsibility of the MS/CI/SI providing the marshaling area for the SPOE.

APOE security is the responsibility of the installation/base where the APOE is located. If the APOE is not on a military installation/base, coordination for security of military cargo is the responsibility of the MS/CI/SI providing the Departure Airfield Control Group (DACG) for the APOE.

3. Question. What is the role of FEMA in the deployment process? How are military requirements and changes coordinated with FEMA?

Answer. During a military deployment, FEMA acts as the focal point for coordination of emergency activities of all Federal/State governmental agencies. FEMA has NCA coordinating authority among Federal agencies in emergencies or mobilization. The CONUSA, through its Regional Military Emergency Coordinator (RMEC), will coordinate with FEMA regions within the CONUSA geographical area of responsibility. The CONUSA uses the RMEC to coordinate support requested from other Federal agencies for military operations, to include deployment. Requirements for specific items or services may be submitted directly to the responsible Federal resource agency and, if deemed necessary, to FEMA.

REF: DoD Directive 5030.45, DoD Representation on FEMA Regional Preparedness Committees and Regional Field Boards, 29 Nov 83. DoD Directive 3025.10, Military Support to Civil Authorities (MSCA), 15 Jan 93.

4. Question. What is the Logistics Civil Augmentation Program (LOGCAP)? What are its objectives? Appropriate functions?

Answer. LOGCAP is a HQDA Capstone program. DA DCSLOG is the proponent and HQ AMC is the Executive Agent. It is a program that

facilitates the use of civilian contractors in support of contingency operations. It should be used to augment CS and CSS capabilities when response time is critical and pre-existing capabilities such as Host Nation Support are insufficient. LOGCAP is a broad spectrum support capability. Its only functional constraint, statutory in nature, is that it cannot be applied in a direct combat role. Any other support requirements can be met by LOGCAP.

- Modification of peacetime contracts for continued wartime support.
- Planning for unforeseen and emergency contract requirements.
- Awarding of preplanned contingency contract for overseas wartime support and for CONUS mobilization.

The objectives of LOGCAP are:

- Plan for use of civilian contractors in wartime.
- Resolve CS/CSS shortfalls.
- Plan for quick reaction contracting.
- Provide for contract support to the CONUS support base (and units) during mobilization.

Examples of appropriate functions are:

- Ammunition handling.
- Services.
- Maintenance.
- Construction.
- Medical services.
- Water supply.
- Transportation.
- Communications/ADP.

The key to the program is to use a family of contracting capabilities in peacetime, meld these efforts into appropriate OPLANs, and formulate a wartime execution methodology. This execution methodology must be detailed in the OPLAN and practiced in exercises.

REF: AR 700-137.

5. Question. Who is responsible for the coordination and control of movements from MS to POE, and unit activities at the POE? How is this coordination and control accomplished?

Answer. The unit commander submits unit movement data through the ITO to notify the POE of:

- Equipment to be moved to SPOE.
- Personnel to accompany equipment.
- Number of air passengers.
- APOE and SPOE advance party composition.

The ITO refines and forwards unit movement data to the DSC for use in the port call process. Once the DSC issues the port call message and routing has been received at the MS, the ITO will coordinate commercial transportation equipment requirements with local carriers. The MS ITO is the interface between the unit and MTMC.

The MS continues to command the deploying unit until it is loaded at the POE. Support is provided by the designated installations IAW FORSCOM/ARNG Reg 55-1. Command is exercised at the port through the DACG or PSA furnished by the designated SI.

REF: FORSCOM/ARNG Reg 55-1, Unit Movement Plans and Reports. JCS Pub 21, 2 May 86.

6. Question. Discuss the functions and responsibilities of the DACG, the Port Support Activity (PSA), and the deploying unit.

Answer. DACG maintains liaison with the deploying unit and arranges with TALCE for technical assistance. DACG calls aircraft loads forward from the marshaling area and assumes control in the alert holding area. In the alert holding area, the DACG inspects and controls loads, assists the unit, and corrects deficiencies, The joint inspection with the Air Force is conducted in the call forward area. Corrections are made and loads are released to the TALCE at the ready line. In conjunction with the unit, TALCE, and the loadmaster, the DACG loads and secures the load aboard the aircraft.

The mission of the PSA is to ensure that the equipment of deploying units is ready to be loaded onto vessels and to operate unique equipment in conjunction with ship-loading operations at the SPOE. The PSA operates almost exclusively in the SPOE staging area. PSA support requirements will be identified by an ISA between the tasked support installation and the terminal commander. Consequently, a PSA's organization is unique to each port. PSA functions may include, but are not limited to, the following:

a. Performing maintenance and providing repair parts as required.

b. Correcting improperly secured loads and configured equipment deficiencies.

c. Providing for security of sensitive (protected) and classified cargo as required.

d. Conducting aircraft fly-in operations:

   (1) Air traffic control.
   (2) Fire protection.
   (3) Defueling.
   (4) Disassembling.

e. Providing drivers for all types of equipment.

f. Providing personnel who may be required to assist in loading/off-loading the vessel.

Units process for deployment under a designated headquarters or staging command at the MS for deployment through APOE and SPOE. Units will:

- Update unit movement data through the ITO.
- Identify the number of personnel and type and quantity of equipment to be moved commercially.
- Establish liaison with DACG and MA.
- Prepare hazardous cargo documentation, organic vehicle and air/rail load plans, and passenger manifests.
- Provide trained loading teams.

REF: AR 55-292, Planning For and Operation of Staging Facilities in Continental U.S., 28 Nov 77.

7. Question. What is the role of the MS during the deployment process from MS to POE? Role of the CI/SI?

Answer. The MS will continue to command deploying units until they embark by air or sea. In this role, the MS is responsible for ensuring support of each unit, although the support will be provided by the CI and SI through whose areas the unit will move. The deploying unit must inform

CI when moving through their areas of responsibility and must also keep CI informed of support required. SI will provide support as designated by CI.

CONUSA exercises OPCON over MS for execution of deployment as pertains to FORSCOM missions. MS should coordinate as appropriate to resolve enroute problems and to interface with other MS, STARC/MUSARC, and CONUSA.

8. Question. Deployment Support Brigades (DSB) provide assistance to deploying units at the mobilization station. What types of assistance does a DSB provide?

Answer. Each DSB consists of a command group and unit movement teams (UMT) of four to six individuals per team. The UMT is assigned to an installation under the operational control (OPCON) of the Installation Transportation Officer (ITO) to assist and support the ITO in the discharge of his/her responsibility in the movement of units. UMTs have been predesignated and assigned to specific installations. The DSB will assist in the planning and execution of the staging and outloading of deploying unit equipment destined for the port of embarkation; provide liaison and coordination to installation/major command for the movement of units to designated ports of embarkation; coordinate rail and truck loading plans; monitor preparation of documents in accordance with Military Standard Transportation and Movement Procedures (MILSTAMP); and monitor movement to the SPOE.

9. Question. What is frustrated cargo?

Answer. The following deficiencies frustrate cargo:

- No military shipping label.
- Wrong data on label.
- Unreadable label.
- Wrong label on equipment.

10. Question. What authorities, using what criteria, can modify the TPFDD deployment schedule?

Answer. The TPFDD is the driving document for deploying forces in support of a JCS-approved operations plan. Within DA, FORSCOM is responsible for mobilizing and deploying Army RC units through the POE in TPFDD sequence. Units unable to meet TPFDD deployment schedules must be reported in a timely manner. The theater commander can authorize delays until deployment criteria can be met, request replacement of the unit, or request deployment of the unit as is. The theater commander may at any time request that JCS modify the TPFDD deployment schedule to better support operational theater requirements. Reaction to these changes is time-sensitive.

The MS commander has the authority to declare a deploying unit not capable of performing its wartime mission (i.e., not validated); this decision must be reported promptly. Each echelon either provides the resources needed to bring the unit to desired deployability criteria or reports the unit status to higher headquarters. Approved changes affecting the TPFDD must be entered into the Joint Deployment System (JDS) Data Base.

Should any contingency require diversion of deploying forces, only JCS can authorize such diversion under the authority of the Secretary of Defense as a member of the National Security Council, representing NCA decisions. FEMA requirements for Military Support to Civil Authorities (MSCA) must also receive JCS approval if the support impacts TPFDD execution.

11. Question. Who will operate Tactical Field Exchanges (TFEs)/AAFES Imprest Fund Activities (AIFAs)?

Tactical Field Exchange Operations

Tactical Field Exchanges are temporary facilities established to provide support when permanent exchange facilities are unavailable. They are located as far forward as the Brigade Support Area or as the tactical situation will allow. They are staffed and operated by unit personnel. AAFES provides an initial merchandise inventory package, forms, and equipment such as cash register, and change funds. Merchandise is dependent upon the size and composition of the unit. Resupply is provided by AAFES based on sales. Coordination with home station AAFES manager should be made as far in advance of deployment as possible so that necessary training and inventory preparation can be arranged. Normally, TFEs are established for operations in excess of 30 days. At the end of the deployment inventories are taken to reconcile stockage, equipment and supplies on hand versus sales and issues.

AAFES Imprest Fund Activities

AIFAs are essentially operated like a TFE. The primary difference is that AAFES only provides an initial fund to purchase an inventory. Monies generated are used to purchase items to replenish stocks. Again, the unit is responsible for operations and at the end of the deployment is responsible for reconciling unused merchandise and cash on hand against the initial fund provided from AAFES.

Answer. Military personnel will operate TFEs and AIFAs in forward deployed areas. Civilian employees from AAFES can operate exchanges in rear areas as the tactical situation permits.

12. Question. Who trains the unit personnel to run TFEs/AIFAs before civilians are allowed in theater?

Answer. According to proposed doctrine, local AAFES managers will furnish materials and training for unit personnel.

13. Question. Who provides movie support?

Answer. AAFES will provide videos/16 mm movies on request. The unit must provide TVs, VCRs, or 16mm projectors.

14. Question. Who provides recreation support/equipment?

Answer. Units must be prepared to carry recreation kits containing athletic equipment, small games, cards, etc. Initial supply of book kits are available upon request from the installation MWR library. Additional book kits and magazine/newspaper kits will be provided by the Community and Family Support Center (CFSC). Resupply of recreation equipment will be accomplished once the theater matures and resources are identified. Units are responsible for providing recreation support to their soldiers upon initial deployment. Civilian recreation specialists may be deployed if the tactical situation permits.

15. Question. Who trains the unit personnel to run MWR programs before civilians are allowed in theater?

Answer. The doctrine is currently being rewritten to assign installation civilian MWR employees to brigades or deployment/training purposes.

Under this proposed doctrine, these civilian brigade recreation specialists would train unit recreation coordinators.

16. Question. How do we ship recreation equipment to the theater?

Answer. Unit personnel should coordinate with the brigade S4/division G4 to determine the DODAAC number for shipping. This DODAAC allows recreation equipment to be shipped along with other equipment for the unit.

17. Question. What type of funding is used to provide MWR support?

Answer. MWR support during contingencies is an appropriated fund (APF) responsibility. However, nonappropriated funds (NAF) may be used when APF is not available or when APF cannot be used in a timely manner. Installations may experience hardships by draining NAF from installation programs.

18. Question. When are military personnel eligible for rest and recuperation (R & R) activities?

Answer. Generally R & R is authorized for soldiers on a one-year tour of duty rotation. The AG is responsible for establishing policy and guidelines, and, once authorized, R & R areas will be designated. Normally, transportation is provided by APF, with the individual soldiers paying for lodging and meals. The Hospitality Directorate of CFSC will be available to assist with R & R centers.

REF: FM 12-6, AR 215-1, DA Pam 215-xx (TPB), Exchange Service Regulation 8-4.

19. Question. What impact does power projection and execution of operations using temporary change of station policies have on management of the force in CONUS and in-theater?

Answer. The principles governing personnel deployment in support of force projection are that maximum personnel support for the deployed force will be rendered from home station, and that the personnel structure will deploy incrementally. The appropriate size, composition, phasing, and scope of responsibilities of the deploying personnel structure must be determined in accordance with the requirements of METT-T.

Power projection requires a personnel management system that is versatile, deployable, and expandable. As a minimum, the initial deploying force must be prepared to manage personnel accounting and strength reporting, casualty operations, and postal support within the area of operations.

Force projection from CONUS severely impacts the effectiveness of critical military personnel systems that sustain the force. These systems are manned by the TOE force structure. They should be deployed incrementally as discussed below:

Casualty Operations Management. The demand for casualty information during any contingency operation establishes a critical requirement for casualty managers and liaison personnel. Leaders must establish the casualty management network without delay.

Postal Operations Management. There will be an immediate demand for postal services in any contingency operation. Postal system managers must deploy early at corps and theater army level to establish the postal delivery network.

Personnel Information Management. It is not practical to reconfigure and deploy the SIDPERS databases from the regional data centers to the area of operations. Personnel data changes from

battalions and separate units must pass through the personnel network for transmission via an electronic data link to the regional data center network. At the same time, changes must update consolidated contingency databases at brigade, division, corps, TAACOM and theater. These challenges create an early demand for systems managers at division (direct support), corps, and TAACOM levels.

Personnel Accounting and Strength Report Management. The personnel accounting and strength reporting system depends on the personnel automation element within the support personnel service company (PSC) or personnel service battalion (PSB). The deployed force will lose contact with the personnel information management system until the automation element becomes operational. To minimize the effect, a personnel automation element from each PSC/PSB should deploy as an advance party with the appropriate personnel management center at division, corps, and TAACOM levels.

Replacement Operations Management. The replacement unit must arrive early to man aerial ports of debarkation to support and account for incoming and outgoing personnel.

Personnel Readiness Management. During deployment, the initial personnel readiness management focus will be on ensuring that units deploy at established personnel readiness levels. Stop loss and stop movement will stabilize the force and minimize replacement requirements. Expanded operations increasing the ALO and readiness levels will expand individual flow to the theater.

Automation Management. It is not practical to establish a mainframe host computer and supporting staff for processing data base updates in a new area of operations to support a limited contingency. Thus, personnel information managers must concentrate their initial efforts in two critical areas: establishing a system to manage the flow of SIDPERS transactions from the AOR to the sustaining base (home station); and building a data base to support critical systems within the AOR. Every effort must be expended during operational deployments to routinely update the official SIDPERS data bases within the sustaining base in a timely manner.

20. Question. What is the flow of casualty reporting?

Answer.

a. The unit will report all casualties found on the battlefield with feeder reports (DA Form 1556) and casualty witness statements (DA Form 1555) to battalion level as soon as the battle situation permits.

b. Battalion and separate units may submit casualty feeder reports and witness statements to any personnel service battalion on the battlefield. Battalions normally send this information through their brigade.

c. The PSB electronically transmits casualty information to Theater PERSCOM, who in turn transmits to PERSCOM (Casualty and Memorial Affairs Operations Center [CMAOC]).

d. Medical facilities provide information on patient status and assist in the personnel accounting process. Casualty liaison teams will be established at all medical treatment facilities to obtain casualty information as injured and ill arrive for treatment. They will gather as much information as possible and report to appropriate PSB or next higher organization in the casualty reporting chain (even to Theater PERSCOM if necessary).

e. The time standard for processing initial casualty reports is 24 hours from receipt at battalion level to receipt at PERSCOM.

21. Question. How does the notification process work?

Answer.

a. PERSCOM (CMAOC) verifies information received from theater against emergency data they hold on file.

b. After information is verified, CMAOC directs appropriate casualty area command (CAC) where primary next of kin (PNOK) resides to appoint a notification officer.

c. With few exceptions, all officers, warrant officers, and senior NCOs in grade of SFC, MSG/1SG, or SGM/CSM may be used as notifiers.

d. Personnel notification will be made to PNOK and secondary next of kin (SNOK) of all deceased or missing persons for whom casualty reports are required.

e. Notifier will provide only information contained in items 31-44 of the casualty report (date, time, place, circumstances, diagnosis, prognosis, etc.). All facts should be fully disclosed to lessen the anxiety of the NOK.

f. Notification will be made with urgency between 0600-2200 hours. However, notification between CMAOC and other commands will be on a 24-hour-a-day, 7-day-a-week basis.

g. Notification will be quickly confirmed by CMAOC to the NOK.

22. Question. What is the role of the Casualty Assistance Officer (CAO?)

Answer.

a. The CAO is the Secretary of the Army's representative to the PNOK. He is assigned by the CAC where the PNOK resides. His main point of contact and source of information is the casualty section.

b. The CAO will assist and counsel the PNOK on matters pertaining to the deceased (complete forms, request assistance, etc.).

c. The CAO will make first contact telephonically within 24 hours and briefly explain how the CAO will assist and arrange for a personal visit.

d. The CAO will closely coordinate with the person making the notification.

e. The CAO will inform PERSCOM immediately if the PNOK plans or is contemplating a move and provide both old and new addresses on appropriate forms.

f. The CAO may use government vehicles to assist the PNOK. POV may also be used when doing so will avoid undue delay and is more advantageous to the Government.

Redeployment and Demobilization

1. Question. How does reconstitution work for an RC unit?

Answer. Reconstitution of an RC unit starts in theater, but is normally not complete until after the unit returns to home station. There is a major difference in actions releasing a unit from active duty and actions demobilizing soldiers. While a unit is released from active duty based on a CONUSA order (format 550), unit members often demobilize at different times based on a variety of personnel actions (e.g., use of accrued leave, administrative processing, actual return to CONUS, etc.). The following factors affect unit personnel reconstitution:

Length and type of tour. Units mobilized and deployed for long terms are more subject to require personnel fillers prior to and after deployment. Tours involving hazardous duty or combat action will increase fill requirements.

Non-deployables. Unit members who do not meet deployment standards are normally reassigned to CONUS sustaining positions. If corrective action can be taken to resolve the nondeployable status, the soldier may be cross-leveled to another deploying unit or deployed as a late filler to his/her original unit of assignment. Soldiers whose condition is determined to be permanent may be processed for administrative actions (separation, reclassification, or retirement) under active Army regulations. (NOTE: DESERT STORM actions immediately releasing nondeployable soldiers back to the STARC or MUSARC for administrative processing was an exception to policy and not a standard.) If the soldier is still on the installation when the unit returns for demobilization processing, and is not being processed for administrative actions, then the installation should reassign the soldier back to the unit and demobilize/release the soldier with the unit.

Soldiers pending administrative action. Soldiers pending administrative action (UCMJ, Medical Boards, etc.) will not demobilize with their unit but will be reassigned to appropriate installation UIC or medical holding detachments until processing is complete.

Actual return of soldier to CONUS. Not all unit members return to CONUS at the same time. Early return can be based on emergency leave, medical evacuation (followed by release from a CONUS hospital), member of advance party, etc. Late return could be based on actions as a member of a residual force team, supercargo, trail party, etc.

Soldiers cross-leveled in theater. Although basic redeployment requires reconstitution in theater, some soldiers may have been cross-leveled in theater and may be critical in their current units.

Nonmobilized soldiers. RC soldiers who fall into several categories may not mobilize with their unit (untrained soldiers during PSRC or partial mobilization, SMPs, etc.). Some unit members may be granted exemption from deployment (medical, hardship, etc.). Finally, if strength ceilings are imposed, FORSCOM may request authority from DA to transfer non-deployable personnel to non-called RC units. These soldiers are subject to reassignment back to the unit after demobilization.

Final reconstitution cannot take place until a unit has returned to home station and the unit commander has accounted for personnel in the various categories noted above and reestablished personnel accountability in SIDPERS (ARNG or USAR).

2. Question. Do units and individuals demobilize at the same installation where they mobilized? What about personnel records management?

Answer. Not always. Units and individuals should demobilize at the installation providing personnel service support, which may be different than the MS. For units, the demobilization station and mobilization station will be the same (exceptions are normally units that are moved from one location to another in CONUS or units that mobilize at semi-active or state-operated mobilization stations).

Individuals cross-leveled to other units in CONUS or in theater or who deploy as individual fillers will normally redeploy with the unit of assignment. For individual fillers (especially IRR), a change of installations will occur. Even individuals who are still in the replacement pipeline in theater will demobilize at the CRC installation where they deployed vice the MS.

Records should be moved to the demobilization installation (Don't have the soldier chasing his records).

3. Question. Are there any options in complying with the 8-day demobilization processing period (5 days at installation and 3 days for movement and home station processing)?

Answer. Yes. The key factor to demobilization processing is to ensure the soldier and his/her family are provided proper assistance. The 8-day period is based on a subjective analysis that will allow installations to complete personnel administrative, medical, and finance processing. Some processing requirements may be completed in a shorter time (especially if the unit or individual is assigned to a CONUS mission), and some may require a lengthier processing period.

4. Question. Are the demobilization processes the same for Active Guard/Reserve (AGR) soldiers who mobilized with their units?

Answer. No. AGR soldiers who were serving under Title 10 prior to mobilization will not be separated from active duty and will not be issued a DD Form 214. They will be removed from SIDPERS AC, but will not be dropped from finance systems. Army National Guard AGR soldiers serving on Title 32 status prior to mobilization will be released from active duty and issued a DD Form 214. They will require a tour status change back to Title 32.

5. Question. What are the medical examination or screening requirements for RC soldiers upon demobilization?

Answer. Demobilization medical/dental screening for all soldiers is accomplished by the Demobilization Station (DMS).

All ARNG soldiers will be examined as to physical fitness. All USAR soldiers will be asked if a medical examination is desired. All USAR soldiers requesting an exam will be provided a medical/dental exam. Health records of all USAR soldiers will be reviewed by a physician or physician's assistant to determine if medical conditions or treatments while on active duty warrant a medical examination. All USAR soldiers will complete a Demobilization Medical Processing letter.

DMS medical personnel will ensure that soldiers are briefed on physical examination advantages/disadvantages and how to receive post deployment medical treatment. Soldiers still under treatment when active duty ends may request to extend on active duty. Extensions are not automatic; soldiers must request extensions. If not extended, soldiers may be treated at local government or civilian facilities provided Line of Duty (LOD) is approved. RC soldiers may also be eligible for incapacitation pay. Incapacitation pay is initiated and followed up by the soldier's unit commander.

INTERNET DOCUMENT INFORMATION FORM

A. Report Title:U.S. Army Forces Command Mobilization/Deployment Handbook.

B. Report downloaded From the Internet: December 04, 2001

C. Report's Point of Contact: Army Command and Staff College Combined Arms and Research Library Fort Leavenworth KS 66027-6900

D. Currently Applicable Classification Level: Unclassified

E. Distribution Statement A: Approved for Public Release

F. The foregoing information was compiled and provided by:
DTIC-OCA Initials: __JC__ **Preparation Date December 04 2001**

The foregoing information should exactly correspond to the Title, Report Number, and the Date on the accompanying report document. If there are mismatches, or other questions, contact the above OCA Representative for resolution.